

2002

City of Augusta 2002 Annual Report

Augusta, Me.

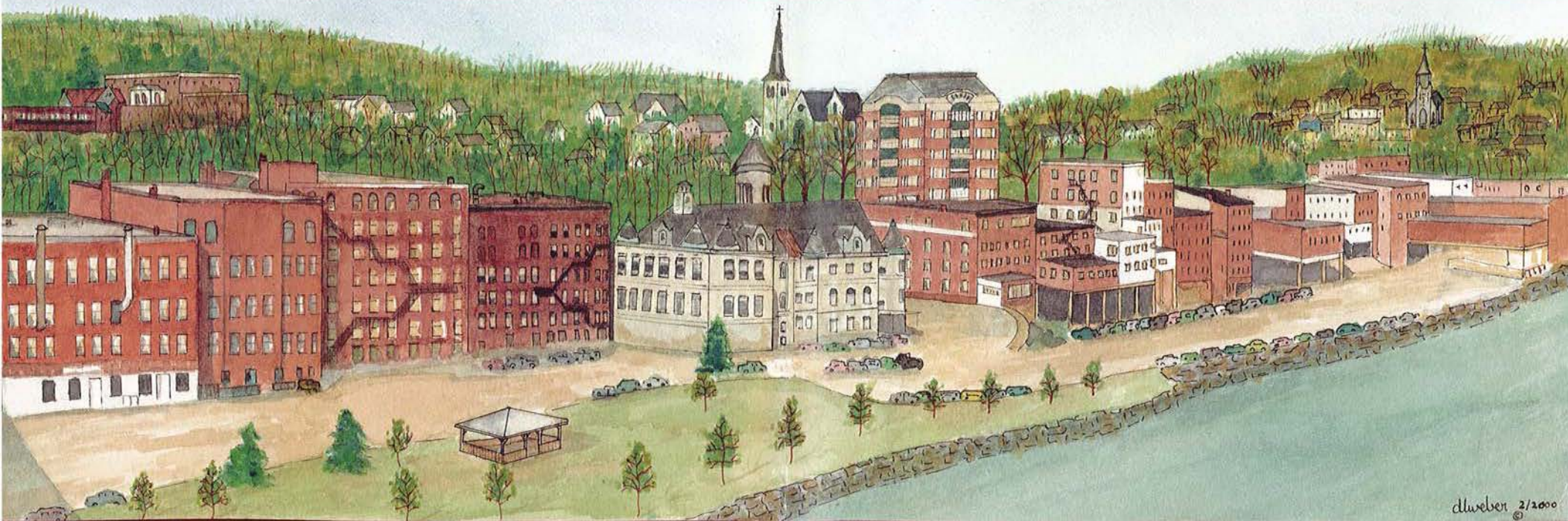
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A group of firefighters in uniform, including some in kilts, standing in front of the Augusta State Capitol building. The group is holding several flags, including the American flag and various organizational banners. The building has a prominent green dome and classical architectural features. The scene is set outdoors on a grassy area with trees in the background.





Vision Statement

Augusta is a world-class capital city: where entrepreneurs start, grow, and maintain a variety of businesses; where citizens pursue life-long learning in first-rate schools, libraries, historic, and cultural facilities; where residents, workers, and tourists circulate around and enjoy the Heart of Augusta – on both sides of the Kennebec River, along Water Street, and throughout the Capitol complex; where travelers appreciate the historic and natural scenery; where homebuyers and renters of all ages and incomes are drawn by safe and appealing neighborhoods, and where taxpayers enjoy competitive tax rates and superior services.

Mission Statement

The Augusta City Council shall achieve this vision by: acting as a model of teamwork and efficiency in its own deliberations; creating an ongoing partnership with state government; and organizing a responsive, flexible, and effective economic development program.

ABOUT THE ARTIST

Dianne Weber took a watercolor class from Christopher Card through the Augusta Adult Education Program in 1997 and has continued her passion for painting ever since. Her works were recently displayed at City Hall and were very well received. Six of her watercolors were reproduced throughout this report with permission, including the cover rendering of Augusta's Waterfront. You may reach Dianne by calling 445-2294 or by email (dlwclrs@yahoo.com).

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"Together We're Better"

MANY THANKS TO OUR COMMITTEE MEMBERS

AUGUSTA DEVELOPMENT COMMISSION

John Bridge
Noreen Copp
Richard Dumont
Diane Hastings
Roger Katz
Terrence McCabe
Jim Nimon
Mike Seitzinger

ASSESSMENT REVIEW BOARD

James Chase
John Clark, Sr.
Maurice Fortin
William Leet
Anthony Pavone

BOCA BOARD OF APPEALS

Julian Beale
Herbert Doten
Edward Millett
Paul Rodrigue
Stephen Roberge
Jeff Shostak

COMMUNITY AND SOCIAL SERVICES ADVISORS

Mary Farr
Rob Gordon
Rick Karges
Holly Stover
Richard Weiss
Jim Wood
Edmond Wurlp

COMMUNITY DEVELOPMENT ADVISORY COMMITTEE

David Gingras
Aline Lachance
Donna Lerman
Ellen McGuire
Gloria Morrisette
Melvin Morrison
Anita Parent
Roger Pomerleau
Theresa Savoy
John Thiele
James Tierney, Sr.

CONSERVATION COMMISSION

Donald Cameron
Tom Danielson
Roberta Record
David Simard
Harvey Versteeg
Douglas Watts

GENERAL ASSISTANCE FAIR HEARING AUTHORITY

John Finnegan

HISTORIC PRESERVATION COMMISSION

Richard Bridges
Anthony Douin
Mary Maher McCarthy
Carl Smith
Phyllis VonHerrlich

HOUSING AUTHORITY

Martin Cloutier
Raymond Foster
Kenneth Lajoie
Donald Marchildon
Brian Marson, Jr.
Daniel Nichols
Elizabeth Ann Trask

LITHGOW LIBRARY TRUSTEES

Joan Callahan
Phillip Choate
Gabriella Howard
Susan LaCasse
H. Graham Nye
Paul Riese
Dr. Ansley Sawyer
Elizabeth Soares

OLD FORT WESTERN TRUSTEES

Charles Aucoin
Linette Burns
Jane Coryell
Jed Davis
Judith DeAngelis
Thomas Doore
Richard Godfrey
Beverly Miner Hatheway
Edward Heath
E. Bruce Kirkham
Paul Lessard
Mary Maher McCarthy
Janice Moreshead
Margaret O'Connor
Frank O'Hara
Genie Gannett Quist
Lance Tapley
Milton Wright
Dennis Young

PARKING DISTRICT

Jed Davis
John Finnegan
Barbara Rodrigue
Bruce Schatz
Thomas Johnson

PLANNING BOARD

Barry Cote
Robert Corey
Kim Davis
Richard Duncan
Paul Harris
Gautrey Musk
Gregory Scott
David Smith

REGISTRATION APPEALS BOARD

Lucille Cloutier
Patsy Crockett
Linda Hadley-Rood
Frank Johnson
Louise Lerley

SANITARY DISTRICT

Jack Brown
Judy Carleton
Diane Hastings

SCHOOL BUILDING COMMITTEE

Bruce Boynton
John Bridge
Gary Burns
Jeffrey Fleming
Richard Morin
M. E. Morrill
Carolyn Neighoff
Graham Nye
Walter Ruark

TREE BOARD

W. Joan Bartlett
Norman Elvin
Gerard Gaboury, Jr.
Kirsten Hebert
Carolyn Ladd
Dawna Lapotosky
Brian Marson, III
John Pucciarelli
Deborah Thistle

WATER DISTRICT

Beverly Beaucage
Bruce Berger
David Smith

ZONING APPEALS BOARD

Chris Belanger
Ed Coffin
Tim Dennett
Peter Fortunato
Ken Knight
John Royce
Thomas Simpson

MAYOR'S MESSAGE



To the Residents of Augusta,

In the midst of difficult financial times - locally, at the state level, and in our national economy - I am pleased to report to you that your City government is in sound financial and operational condition and that the year 2002 was one of many challenges. In addition, these challenges were met in a very responsible way. Notwithstanding setbacks in the local labor market, including the loss of a number of good jobs as local employers downsized or relocated, and limited growth in our tax base, the City Council and our city employees produced a balanced budget with less than a 1% tax increase while fully funding our public safety, public works and community based services.

As this report demonstrates, the City had a number of achievements last year of which you should be proud. They range from securing state funding for a new Cony High School to refurbishing and expanding the Augusta Civic Center.

With all the economic questions for the future that we face, Augusta is fortunate to have the caliber of elected officials and administrative staff committed to serving the community. With the economy in slow recovery, the condition of the state budget (and the likely cost shifting to local governments that will occur from it), and unrest in the Middle East, it is a must that our City's elected leaders and administrators keep the momentum of fiscal responsibility going. We must continue to deliver services, especially a top educational climate, in our City, and we will.

As I have stated frequently in the past, this is your community and your local government. I encourage you to be involved and to help shape our future. As a recent upgrading of the City's bond rating to "AA" showed, even in times that are difficult for Maine cities and towns, Augusta has the resources and capable people to succeed, and as the opportunities present themselves, we will take full advantage of them.

William E. Dowling
Mayor



Gary Veilleux
Ward 3



Thomas Sotir
Ward 1



Mark O'Brien
At-Large



Donna Doore
Ward 2



Karen Foster
Ward 4



Stan Koski
At-Large



Sylvia Lund
At-Large



Mary Mayo-Wescott
At-Large

Listing does not include city/school officials and staff.

City of Augusta...

"Together We're Better"

CITY MANAGER'S REPORT



It's always an interesting exercise for me to spend a quiet Saturday in January in my office at City Hall reviewing the past year in order to add my perspective to this annual report. I enjoy a beautiful view of the Kennebec River, downtown, and in the distance, the Capitol dome. It is a brilliantly clear and crisp day, instilling in me a sense of optimism as I reflect upon the past twelve months. To be sure, we face some serious challenges as a community, and there have been some setbacks of late - especially in the area of job losses around the City. However, Augusta has many structural assets that will see us through any difficulties we face. We are blessed with strong and capable elected leadership on both the local and state level, with an able and dedicated municipal work force, with many citizen volunteers who give of themselves to boards, commissions and community projects, with sound City finances, and with growth and development potential that will in the years to come make Augusta a preferred place to live and work.

Last year, the City moved forward toward a number of its most important goals. The state Department of Education announced that we would receive funding for a new Cony High School. The significance of this achievement cannot be overstated. Once constructed, it will draw new residents to the City, provide our teenagers with the best of learning environments and remedy an image problem that has plagued us for a long time.

Over time, the old Cony site will be redeveloped as well, probably in conjunction with the redesign of Cony Circle - itself part of a massive, upcoming state project to restore or replace the Memorial Bridge and its antiquated approaches.

And speaking of bridges, of course, over the past year construction got fully underway on the new Third Bridge. That new Interstate highway spur will be completed in the fall of next year and open up much of the eastern sector of the City for development. Signs of that coming development are already apparent. Complimenting that has been a variety of business developments in 2002. NRF Distributors broke ground on a new multimillion dollar distribution center (with the help of a City tax increment financing arrangement); PFG/North Center Foods completed a major expansion; The Marketplace at Augusta added thousands of new square feet of retail space (helping boost Augusta to the third strongest retailing center in Maine); Harpers Development LLC made several multimillion dollar investments in commercial properties in Augusta, including Key Plaza; and other developers like Commercial Properties continued to invest in our reinvigorated downtown. The Augusta Development Commission and the Capital Riverfront Improvement District worked effectively throughout the year, helping to guide the City's growth initiatives.

On the downside, major employers including Sanmina/SCI, Microdyne, Central Maine Power and the American Tissue Mill all announced closures or significant employment reductions that overshadowed our gains. The City, our state and federal representatives, the Chamber of Commerce and other community resources banded together to meet these challenges and help affected workers. During the coming year, the priority for our economic development team will be to recruit new occupants to these vacated facilities, restoring the jobs and the high value property tax base.

Another economic dark cloud that has arisen in recent months is the very large state budget deficit. Caused by the moribund national economy, the deficit has resulted in less state revenues to the City in all major categories, including revenue sharing and education aid. For next year, with the state deficit projected to be 17% of its budget (about \$1 billion), painful cuts to municipal funding are expected. For this reason, among others, the City Council has limited its future commitments to the workforce and adopted modest guidelines for extension of our labor contracts. For the past five years, the City has held the line on property tax rate increases and built up a strong fund balance. Compared to most municipalities, we are in very good shape to face the fiscal difficulties I foresee coming. Our hope is that by exercising fiscal restraint, drawing on our reserves, and working diligently to grow our revenue base, we will get through a tough period with essential services intact. The Mayor and Council are committed to this course of action.

Like most years, 2002 saw a number of transitions. The King administration left state government and the Baldacci administration has taken over. The years of mutual effort between the City and State to encourage a strong, symbiotic working relationship that resulted in many benefits to the City have shown us the value of nurturing close ties with the state government we host and its thousands of local employees. Efforts have been underway since November's election to maintain that healthy relationship and build upon it. The new Legislature has our own Senator Daggett in the President's chair and veteran Representative Julie O'Brien on the powerful Appropriations Committee. Long-time Representative David Madore lost an election challenge to Senator Daggett and two-term Representative Charles Mitchell lost to Bill Brown of Vassalboro. West Side Neighborhood Association President Arthur Lerman replaced David Madore. Ours thanks go out to David Madore and Charlie Mitchell for their hard work on the City's behalf.

In our organization, veteran council member Mary Mayo-Wescott left the Council, replaced by Kim Davis of Eastern Avenue. Councilors Karen Foster and Tom Sotir were re-elected to another term. Assistant City Manager Michael Lombardo moved on to become a county manager in Michigan and was replaced by Vassalboro resident Ralph St. Pierre, a respected veteran municipal finance expert who had spent the past 12 years as South Portland's finance director. Balancing the budget last year involved the elimination of seven positions - a difficult process that involved employee layoffs and reassignments throughout the organization.

As you read through this report (ably produced each year by Executive Assistant Jessie Shaw), I am sure you will be favorably impressed with the achievements and progress described by the City's management team. During my five years as City Manager, I have continually been impressed with the dedication and competence of our work force and their ability to deliver so much value for limited tax dollars. As we grapple with the challenges of the coming year, I have every confidence that their skill and dedication, combined with the sound policy guidance we enjoy from our elected leaders, will allow us to maintain necessary service levels and capitalize on any new opportunity that presents itself.

William R. Bridgeo
City Manager

City of Augusta...

"Together We're Better"

ECONOMIC & COMMUNITY DEVELOPMENT OFFICE



Though the City of Augusta faced some of its most significant economic challenges in recent memory during 2002, there were also several noteworthy achievements by both the private and public sectors during that time. The collective impact of these should give us reason to be optimistic about the economic future of Maine's Capital City.

First, there were numerous gains made in the effort to revitalize Augusta's downtown. Most noticeably, 2002 saw the beginning of a total transformation of the North Water Street area, thanks to a \$700,000 infrastructure project funded by both the City and the State's Community Development Block Grant (CDBG) program. The result of this investment is over 3,300 linear feet of new sidewalks and curbing from Bridge to Bond Streets, enhanced by antique-style decorative lighting and fencing along the way. Look for final landscaping to be completed in the Spring of 2003.

In other CDBG advances, the City wrote a successful application in the latter stages of 2002 for a public infrastructure grant to replace sanitary and water lines along Boothby Street. Those needed replacements and upgrades will commence in Spring 2003.

This work all goes to strengthen the City's North End, as does another important effort. In 2002, the Capital Riverfront Improvement District completed a Master Plan for the 17-acre Edwards Mill Site, a critical first step in implementing the City's vision for an urban park that will be both a local and statewide attraction. When realized, the park will prove to be a significant anchor for further downtown redevelopment.

In 2002, work progressed toward the construction of two downtown parking facilities. WBRC Architects Engineers and Desman Associates, two premier firms, were engaged by the City to perform the design, engineering and construction oversight of two facilities to be located at the existing Dickman and Gingras lots. Initial activities pertaining to the sites, such as surveying, preliminary design, and engineering, were all completed in 2002.

At mid-year, the City became one of the first municipalities in Maine to establish a Downtown Tax Increment Financing district under a new state statute. This will allow all future increases in tax revenue within the district to be reinvested in additional downtown redevelopment efforts, such as enhanced parking, infrastructure, and revolving loan programs.

In 2002, the City also filed an application with the U.S. Department of Treasury to participate in its 'New Markets Tax Credit' program, which would create an additional funding pool to encourage commercial real estate redevelopment by making the business deal more competitive for would-be investors in the downtown.

Also in 2002, the City continued its efforts to revitalize in-town neighborhoods with its 'New Neighbors' program, a low-interest home purchase program that supports rehabilitation and owner occupation of in-town homes. The City saw tremendous interest in this program during the year, with more than 400 inquiries that will be sure to generate more long-term investment in Augusta's downtown neighborhoods.

These efforts, and the resources they bring to bear, leave the City and its downtown well positioned to make further advances in the future. The goal will always be to return the area to its rightful place of prominence in the City, with an appealing blend of shops, restaurants, and offices. To that end, an encouraging coda to 2002 was the decision by Beale Street Barbeque to locate its newest Maine restaurant at 300-304 Water Street. We expect more decisions like this in 2003.

City-wide, the retail sector was responsible for continued good news and new investments in 2002. The Marketplace at Augusta reached another level of maturity with the addition of more square footage to house such nationally known retailers as Panera Breads. Plans are already underway for the Marketplace to expand and add other retailers and restaurants in the very near future.

At year's end, progress continued in a proposed retail development along the Western Avenue corridor, which will serve to compliment and strengthen an already bustling shopping environment in Maine's Capital City. A coalition of the City's retailers continued in 2002 to work together towards marketing the unique personal experience that comes with shopping at Augusta's locally-owned specialty stores.

These activities underscore Augusta's emergence as one of Maine's top retail destinations. Recent statistics show Augusta now trails only Portland and Bangor in the state's 2002 consumer retail sales, a continuing trend that shows no signs of slowing as we move into 2003.

A linchpin of this success has long been the City's car and truck dealerships, which annually stand among the top in the state for automotive sales. In 2002, the City oversaw several major expansions of these very valuable contributors to our local economy, including Charlie's Motor Mall, which added a new Subaru dealership and the introduction of Blouin's Hyundai.

The City also entered into a key partnership in 2002 to assist in the significant expansion of NRF Distributors at the Central Maine Business Park. The City's involvement in the project will allow NRF to construct an extension of Gabriel Drive, clearing the way for the company's new 100,000 sq. ft. warehouse/distribution facility and the creation of approximately 40 new jobs.

Strides were also made towards the development of the City-owned Quimby Lot, with a promising application to the federal Economic Development Administration for funding to proceed with the construction of necessary sanitary, water and road infrastructure throughout the planned 28-acre business park.

Still, 2002 did not go without its challenges. Foremost among these was the loss of a long-time major employer, Sanmina-SCI. Global retractions in both the electronics and telecommunications industries led Sanmina-SCI to make the difficult corporate decision to close several plants across the U.S., including the Augusta facility. As a result, nearly 450 of the industry's finest workers, including more than 100 Augustans, would be without jobs by the early months of 2003.

Yet, Augusta responded to this disappointment with vigor and determination. First, the City was a full participant in a community task force assembled by the Kennebec Valley Chamber of Commerce, to assist these workers in the transition to new careers. Concurrently, the City undertook an unprecedented business attraction campaign based on the availability of one of Maine's finest manufacturing facilities and a well-trained and productive workforce. By year's end, the City had made contact with over 300 manufacturers in over a dozen states to inform them of this opportunity and to encourage them to consider Augusta in their future expansion plans. This effort was bolstered by recent investment in the City's business attraction marketing materials, including an economic development web site that debuted in 2002 (getconnectedaugusta.com) and a business prospectus that was selected as this year's winner of the International Economic Development Council's 'best general purpose brochure' for communities with a population of 50,000 and under.

The year 2002 came to a promising close with the planned purchase of the Sanmina-SCI building by a prominent local developer, who shares the City's keen interest in retaining a manufacturing base in the facility. The City continues to work aggressively in promoting this opportunity as 2003 dawns.

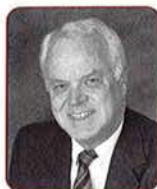
Lastly, the City devoted considerable time and effort to supporting Augusta's tourism industry over the past year. Working both locally and in conjunction with the Kennebec Valley Tourism Council, the focus on developing effective joint marketing tools touting such attractions as Old Fort Western, the Maine State Museum and the Children's Discovery Museum has been an important first step in better promoting the City as a tourism destination.

As in past years, the City's development efforts are supported by the citizen volunteers who work on the Augusta Development Commission and the Augusta Community Development Advisory Committee. With their continued civic pride and commitment, we will be sure to rise to the challenges and opportunities of the coming year.

Michael Duguay
Director



AUGUSTA STATE AIRPORT



The year 2002 was an eventful year in many respects at the Augusta State Airport.

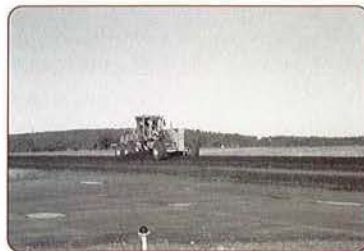
In November 2001, the Congress of the United States created the Transportation Security Administration (TSA) and gave it the responsibility of ensuring air passenger safety and security at each of over 400 commercial service airports in the country. Shortly following the horrific events of September 11, 2001, Governor King ordered the deployment of National Guard troops to provide security services at Maine's six commercial airports. On May 10, 2002, the National Guard was relieved of these duties by the Augusta Police Department, who entered into a 20-month agreement with the TSA to provide airport and air passenger security. Air passenger screening, however, still remained the responsibility of airline personnel.

During the course of the year, the TSA strove to organize and staff itself with the objective of meeting certain federally mandated deadlines. At the Augusta State Airport, on November 5th, air passenger screening was transferred from the airline to employees of the TSA; and on December 16th, the screening of all passengers' checked baggage for explosive devices was begun by TSA staff. In both instances, the deadlines for doing so were met with about two weeks to spare. While it was the view of many airport industry experts that these deadlines were too optimistic and would create chaos in airport terminal buildings, the transition at Augusta went very smoothly with a minimum of disruption to either the airline or to passengers.

On July 22nd, the Airport's Runway 8/26 was closed until further notice. That morning, the firm of Pike Industries began the arduous task of a complete reconstruction of the runway. The old pavement was completely reclaimed, the subsurface was graded to remove a slight "hill" in the runway and then compacted, and two layers of runway-specification asphalt were laid to a depth of three inches. The total project required approximately three weeks. After a fresh coat of runway markings and stripes, it was reopened for use. The cost of the project was approximately \$250,000 and was funded by the State of Maine Department of Transportation.

In September, the Airport received new drive units for the four vehicle access gates to the airfield. The old drive units were becoming increasingly maintenance-intensive and were frequent victims of the "gate gremlins." The \$14,000 cost of acquiring and installing these units was accomplished with a special security improvement grant from the Federal Aviation Administration.

In the fall of the year, the Augusta Water District completed the relocation of a 24-inch water main around the airport. The old main, which delivered water from Carleton Pond to the reservoirs just north of the Mount Hope and Mount Pleasant Cemeteries, crossed directly under the Airport's main runway. The portion of this main under the Airport is nearly 100 years old and had failed in August 2001. The Airport granted an easement to the Water District to relocate the main in exchange for improvements to the Airport's perimeter road.



Scheduled Air Passengers - Enplaned/Deplaned

YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2001	570	508	620	731	932	1,014	1,064	865	366	454	550	509
2002	461	341	516	595	790	688	955	1,084	665	658	669	539

In May 2002, the Airport accepted the bid from Kodiak Northwest to provide a new snow blower. The machine is their model CR4.5D which has a clearing capacity of 4,500 tons per hour. Delivery of the blower is expected in late January 2003. Upon acceptance and following a trial period, the Airport's Idaho-Norland blower, which has a 3,000 tons per hour capacity, will be retired. The cost of the new machine is just over \$350,000 and will be borne entirely by the FAA and the Maine Department of Transportation.

The third weekend in July is traditionally one of the busiest weekends of the year at the Airport and this year it was exceptional. The significance of this particular weekend is that it is Parents' Weekend at the many childrens' summer camps in the Kennebec Valley region, and a great many parents arrive in their own or in chartered jets. From mid-day Friday until Sunday afternoon, a total of 63 private jets arrived at Augusta setting a record for a single weekend's activity. Our cross-wind runway had to be closed so that jets could be parked along its length.

USAirways Express airline service between Augusta and Boston (operated by Colgan Air) suffered a significant loss of traffic in the aftermath of the September 11th tragedy. To their credit, however, Colgan Air maintained their original level of service while airlines throughout the country were reducing their flight schedules by up to as much as forty percent. While total air passenger throughput for the year was down in 2002 by 2.7% from the prior year, there was significant growth in the final five months. Indeed, the 1,084 passengers boarded or deplaned in August set an all-time company record for the Augusta State Airport.

Among the beneficiaries of the new and much more strict aviation security regime has been the corporate charter and air taxi industries. This activity at the Augusta State Airport reflects the national trend. As measured by the arrival of landing fee eligible general aviation aircraft (multi-engine piston and/or jet aircraft), there were 418 arrivals during calendar year 2000, 419 arrivals in 2001, and 509 arrivals in 2002.

In December 2002, the Airport completed negotiations to lease the restaurant space in the Air Terminal Building. The restaurant space had been vacant for approximately 15 months following the closure of Hill Top Family Restaurant. The new restaurant will be the THAI STAR 1, operated by the same people that own the THAI STAR on Route 27 in North Augusta.

At the Annual Meeting of the Maine Airport Managers' Association held in Bangor in October, Bob McGee was reelected President of the Association. In addition, Bob serves on the Board of Directors of the Maine Aeronautics Association, is a member of the Maine DOT's Regional Transportation Advisory Committee for Region 4, and is a member of Maine DOT's Aeronautical Advisory Board.

Robert McGee
Airport Manager



City of Augusta...

"Together We're Better"

CENTRAL GARAGE



The Central Garage operation is an Intraservice Fund within the City budget. This means it runs like a business within city government, collecting the majority of its revenues from the rental/maintenance of vehicles to various city departments and sale of fuel (gasoline and diesel) for vehicles it owns and other agencies such as the Augusta Police and Fire Departments and Kennebec County. These revenues are used for vehicle repair and replacement of vehicles once they have exceeded their useful life. The goal of the Central Garage Fund is to be self-supporting and, therefore, be able to maintain and replace vehicles as needed.

EQUIPMENT PURCHASES

In 2002, approximately \$240,000 in expenditures was authorized by the City Council to upgrade the Garage Fleet. Listed below are the vehicles/equipment that have been purchased:

- (2) 4 WD 1-ton Utility Dump trucks with plows and sanders
- (1) Class 8 Dump truck with plow and sander
- (1) 3/4 ton Pickup with utility body
- (1) 2 WD 1-ton Utility Dump truck

STAFF CHANGES

Central Garage has seen some restructuring of staff in the past two years. In November of 2000, the Fleet Service Manager position was filled to replace the Superintendent's position. In November of this year, the vacant foreman's position was restructured to a Chief Mechanic position and was filled by Shawn Harrington. Shawn has been with the City for over 19 years and is a very knowledgeable vehicle technician, as well as an excellent troubleshooter around vehicle problems. With his extensive experience with the City, he will be an asset to the Central Garage operation and we welcome him to our supervisory team. Norma Polley is another positive addition to the staff and was hired as the Parts Clerk, replacing an employee who had been with the City for nearly 30 years.



Newly-elected Councilor Davis touring the Public Works facility during orientation program

EQUIPMENT MAINTENANCE SYSTEM

We continue to make great strides with our computerized Municipal Equipment Maintenance System, helping us to efficiently track maintenance costs on each piece of equipment owned by Central Garage. This system, along with the vehicle upgrades over the past three years, has had a positive effect on the fleet. With newer equipment that is well maintained, savings are realized through fewer repairs; more money is then available to use to replace the older equipment with newer more technologically advanced models. Better equipment is also a benefit to the workers who are out on the streets under adverse weather conditions (sometimes for over 16 hours at a time), providing services to the residents. Fewer breakdowns and newer equipment make their jobs less frustrating and easier to perform.

FACILITY IMPROVEMENTS

This year we continued to make improvements to the Public Works Facility located on North Street - made possible as part of the bond approved by the voters in 1999 for City Building Improvements. Of this bond, \$250,000 was earmarked for this building. This year saw the completion of the heating and ventilating improvements for the office areas and the main electrical feed into Central Garage and new circuit breaker systems throughout the building. Both projects were started in 2001.

New projects accomplished this year include the extension of the sewer line to connect Public Works to the Augusta Sanitary District system. Previously this facility had an on-site septic system. EPA rules required us to connect the garage floor drains and wash bay to a treatment system. As connection to the existing septic system was not feasible, Public Works installed a 2-inch forcemain and pump station, connecting to the sewer system on North Street. This brings us into compliance with EPA with respect to our garage floor drains.

Also completed this year was the installation of replacement windows in the administrative offices. The new double pane windows replaced the single pane windows that were installed when the building was built over 43 years ago.

The final project that is being completed as part of the bond is a storage addition and bathroom facility upgrade. The bathroom facilities were inadequate and much of the plumbing is the original work (again over 43 years old!). The new facilities will include an emergency eye wash station located in the garage, new toilets and a handicap/unisex bathroom. The new addition will also provide storage for tires, cutting edges and vehicle fluids, such as oil and antifreeze. Moving these items into the storage area will free up more space in the garage for the garage technicians to perform maintenance and repairs.

I have seen many positive changes since I came to the City two years ago. These changes are reflected in the services we provide to the community and appreciated by the loyal employees who provide these services.

Scott Kenoyer
Fleet Service Manager

CODES BUREAU

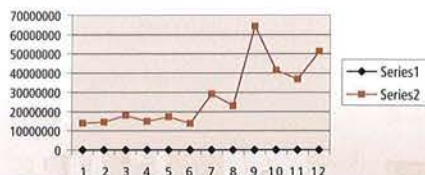


While commercial type projects continue to represent the lion's share of construction in our community, the percentage of these, which are tax exempt, represents 50% of the year's total over the last four years. This average was exceeded during the preceding calendar year with tax exempt property reaching 69% of all new construction. The tax-exempt properties, while largely state owned, do include several other non-profit entities as well.

During the past five years, the number of homes constructed "on-site" (110) lagged behind the number of manufactured units (135) placed during the same period. The dollar value of homes constructed "on-site" (\$9,611,944) is just a little over double that of the manufactured units (\$ 3,871,671) presently in place. This trend has been in place for nearly two decades.

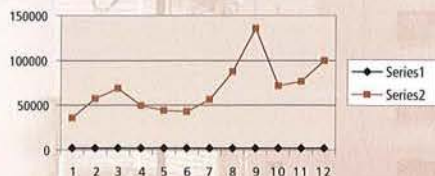
1991	\$ 13,933,941.00
1992	\$ 14,436,197.00
1993	\$ 17,967,568.00
1994	\$ 14,799,333.00
1995	\$ 17,157,116.00
1996	\$ 13,650,487.00
1997	\$ 28,976,527.00
1998	\$ 22,926,445.00
1999	\$ 64,316,670.00
2000	\$ 41,375,176.00
2001	\$ 36,751,361.73
2002	\$ 51,090,370.00
total	\$ 337,381,191.73

Construction Permit Value



1991	\$ 35,457.46
1992	\$ 57,320.20
1993	\$ 68,479.55
1994	\$ 49,494.12
1995	\$ 43,669.84
1996	\$ 42,664.37
1997	\$ 56,133.74
1998	\$ 87,247.84
1999	\$ 135,619.19
2000	\$ 71,437.27
2001	\$ 76,336.59
2002	\$ 99,504.81
total	\$ 470,145.70

Fees From Permits



We work with a variety of nationally recognized codes in the permit process, which are routinely updated on a three-year basis. The BOCA National Building Code has merged with several other national documents and is now identified as the International Code Council which we anticipate adopting during 2003.

Richard Dolby
Director

ENGINEERING BUREAU



The Engineering Bureau provides professional/technical services to the City of Augusta for its infrastructure needs relating to buildings, streets, and drainage. The Engineering Bureau is responsible for the design and management of City projects. Engineering plays a large role in the evaluation and approval of other private projects, such as residential and commercial developments which are being designed and built throughout the City. Presently, the bureau staff includes the City Engineer and a Technician.

Some of the major city projects which took place over the last year are:

Design and Construction Management Projects

- North Water Street Revitalization
- Phase II - Kennebec River Rail Trail
- Road Surface Management System
- Coordination of City's Interests in the Following -
 - DOT Projects: 3rd Bridge
 - Church Hill Road/Route 3 Traffic Signal

Future Projects

City Projects:

- Boothby Street Reconstruction
- Kennebec River Rail Trail- Phase II & III
- C.I.P. Projects as Requested by City Council

DOT Projects:

- Western Avenue Paving
- Bond Brook Retaining Wall
- 3rd Bridge
- Memorial Bridge



Installation of new street lights at North Water Street

Along with these projects throughout the City, the Engineering Bureau also provided technical assistance to other City Bureaus and public support in the following areas:

Technical Assistance/Public Support for Boothby Street Reconstruction

- Assignment of Street Numbers
- Review of Commercial Site Plans
- Governmental Accounting Standards Board 34 (GASB 34) Survey
- Review of Subdivision Plans
- Coordination with Local Utilities for Projects
- Driveway Location, and New Culvert Approvals
- Estimate of costs

Records of City Public Buildings and Streets

- Topographic Information
- Right-of-Way Locations
- 1939 Survey Maps
- Street Numbering Maps
- Street Descriptions
- Horizontal and Vertical Datum
- Computerized Aerial Mapping

Lionel Cayer, P. E.
City Engineer

Jerry Dostie
Civil Engineering Technician



Reconstruction of North Water Street

FACILITIES & SYSTEMS BUREAU



The Facilities and Systems Bureau oversees the maintenance, repairs, and required annual servicing of all the systems that are necessary to operate the buildings overseen by this bureau. The bureau oversees the City Center, Lithgow Library, Police Department, and the Fire Department buildings. This bureau also oversees the streetlights leased from Central Maine Power Company, the city-owned streetlights, and also the oversight of the traffic signal maintenance throughout the city. There are four full-time custodians, one at the Police Department, one at the Lithgow Library, and two at the City Center.

CITY CENTER

The City Center is undergoing an exterior project to reclaim the east banking that borders Arsenal Street. This project is a joint project being undertaken by three different city bureaus. In cooperation with the Parks and Cemeteries Bureau, the Trees and Landscaping Bureau, and the Facilities and System Bureau, we are hoping to complete the project and the end result will be a spectacular display of vegetation and with an emphasis on low maintenance.

There was a roof restoration project completed on the City Center building in the beginning of the summer. This consisted of all seams being repaired and all flashing material being replaced. Industrial Roofing Corporation of Lewiston completed this project.

LITHGOW LIBRARY

The Lithgow Library saw the installation of new carpeting throughout the entire children's area. This project was tackled in two phases due to the fact that there are a significant amount of books and shelving units that needed to be relocated. Pomerleau's Flooring completed this project.

We are also working to install a continuation of the Energy Management System at this facility. The installation of the system will help to better control the heating/cooling of the building and will assist in tracking the mechanical equipment operations. Siemens Building Technologies is working with the City on this project.

POLICE DEPARTMENT

We are currently working to make a few necessary changes within the garage bay at the Police Department. These changes consist of widening the existing overhead door opening and installing a new overhead door.

In the communications center, the existing worn out carpeting was replaced with vinyl floor tile. The same was completed in the reports room. We are presently preparing to install ceilings, flooring, and new lighting in four different rooms on the second floor.

We are also working to install a continuation of the Energy Management System at this facility. The installation of the system will help to better control the heating of the building and will assist in tracking the mechanical equipment operations. Siemens Building Technologies is working with the City on this project.

FIRE DEPARTMENTS

The Western Avenue station and the Hospital Street station saw the replacement of the old boilers and the installation of new boilers. Augusta Fuel Company completed this project.

STREET LIGHTS

Central Maine Power is in the process of doing a complete re-lamping of all the streetlights that are leased to the City. During this re-lamping process, any discrepancies regarding what exists and what is being billed to the City will be modified. This will help in keeping a true and accurate record of all the leased streetlights throughout the City.

Bob LaBreck
Facilities and Systems Maintenance Manager

PLANNING BUREAU



The following report summarizes the project review activities of the Planning Board and the Planning Bureau during 2002.

MEMBERSHIP & STAFF

The Planning Board consists of up to nine (9) members, all of whom are residents of the City appointed by the Mayor. The membership of the 2002 Board remained at a reduced level of eight (8) members the entire year. Membership of the Board as of December 2002 is shown below:

Robert Corey, Chairman	Gautrey Musk	Richard Duncan
Paul Harris, Vice Chair	Kim Davis	David Smith
Barry Cote, Clerk/Secretary	Gregory Scott	

City Planner Bruce Keller provided professional staffing to the Board; and tireless clerical support was again provided by Madeleine Daniels and Anita Whitehouse within the Department of City Services. A special thanks to Madeleine and Anita for their truly herculean work on the E-911 project, creating a new E-911 address database with thousands of building addresses, identifying and mapping over 100 new private roads, and fielding hundreds of phone calls during implementation of the rural route address cut-over.

BOARD MEETINGS

The Planning Board held twelve (12) regular meetings, two (2) special meetings, and two (2) workshop meetings in 2002, reviewing forty-two (42) applications. The applications decided by the Board from 2000 through 2002 are summarized in the table.

PLANNING BOARD APPLICATIONS	2000	2001	2002
Conditional Use (new/expanded/amended)	32	17	19
Rezoning (zoning map changes)	5	6	2
Land Use Ordinance Text Amendments	5	5	7
New Subdivisions (final)	0	1	4
Subdivisions (amended)	2	6	2
Major Developments (new/amended)	4	4	6
Petition/Waiver Requests	4	1	2

NOTABLE BUREAU/PLANNING BOARD ACTIVITIES

Completion of Rural Route Address Conversion for E-911, including the identification of 109 private, previously un-named roads.

UP-COMING BUREAU/PLANNING BOARD PROJECTS

For 2003, the Board and staff will be working on several important projects, including: conducting a study of potential development opportunities with a replacement of the Memorial Bridge; updating Augusta's Comprehensive Plan; revisions to the City's subdivision ordinance/technical standards; and completion of in-town E-911 mapping and addressing.

Bruce Keller
City Planner

BUREAU OF PUBLIC WORKS



The Public Works budget for Fiscal Year 2003 totals \$2,668,552. Some of the major services provided include:

- Rubbish/Recycling curbside collection
- Winter maintenance of streets and sidewalks (plowing, sanding and snow removal)
- General maintenance of all city streets and roads, such as sweeping, patching and some minor repairs and reconstruction
- Maintenance/installation of all street and regulatory signs within the city
- Striping of the streets and crosswalks
- An annual paving program

Winter

Snow - "Some Statistics"

- Date of first plowable snow: December 18, when 6 1/2" of snow fell
- Total snow for the season: 57 1/2 inches
- Biggest snow event of 7 1/2" occurred on March 21st

- 9,034 cubic yards of sand/salt mixture were used
- Full plowing operations occurred 6 times
- Snow was hauled a total of 19 nights

Spring

Street and Sidewalk Sweeping

This is an eight (8) week annual event to rid the streets of the winter sand accumulation and is scheduled to start once the winter snow and ice has melted. This year it officially began on April 8th, with some sweeping of the main arterials occurring earlier due to a lack of snow and air temperatures being warm enough for the sweepers to work. With the use of three (3) dependable street sweepers and thanks to the cooperation of Mother Nature, the schedule was completed May 17th - one week ahead of schedule! All city streets and curbed sections of the country roads were swept.

In addition to street sweeping, thirty-four (34) miles of sidewalks on the arterial routes were swept by hand and with the sidewalk power sweeper or power brooms. Included in the annual spring sweeping are all of the parking lots for both the Augusta Parking District and the School Department. Springtime is also when we repaired most of the damage from the winter plowing operation. Items such as lawn, fence and curb damage were repaired. This year there was considerably more lawn damage than in previous years due to a spring storm on March 26th when the ground had started to thaw.

Street and Crosswalk Painting

Once the weather warmed up and the streets had been swept, a street-striping firm was hired to repaint centerlines, edgelines and white skips on the city streets and roads. This year Pine State Safety Lines from Topsham, Maine started the striping contract on June 3rd and completed all truck work in four nights. All the 250 crosswalks and 500 arrows were painted by either the contractor or our in-house personnel, using a walk behind paint machine. This hand painting was also started on May 8th and the majority completed by June 28th.

Signage

Replacement of all street and road sign posts is 60% complete. The old black iron posts are being replaced with 2" square galvanized posts. These look much better and should have a much longer life span as they do not require much maintenance. These new sign posts were purchased and installed using money budgeted in the Capital Improvement Program.

A requirement of the E-911 program is that municipalities provide street signs for all streets and roads (or driveways) with two or more houses. As a result of this, we made and installed 100+ new signs and posts, mostly to identify private ways. These were in place by the end of October as requested by the State and the U. S. Postal Service.

Summer

Construction and Paving Season

The construction/paving season began in May and finished up in early December when the paving plants closed and frost set in. This year's annual paving budget of \$275,000 was spent paving the following streets and roads:

Anthony Avenue	Bond Brook Road	Bowdoin Street	Brentwood Road	Brooks Street
Bunny Street	Church Hill Road	Community Drive	Cony Street Extension	Cumberland Street
Darin Drive	Davenport Street	Edward Street	Gagne Street	Kenneth Street
Kennison Street	Linden Street	Patrick Street	Quimby Street	Sherwood Drive
So. Belfast Avenue - portion	University Drive	Wade Road	Community Drive - sidewalk	So. Belfast Avenue - sidewalk

Some construction projects outside of the routine maintenance were:

- Wade Road (gravel section) - new base gravel, alignment, ditching and culverts. Once this was completed, this section of road was paved.
- Gingras Parking Lot - fill foundation in and establish slope from Water Street to parking lot and create a green space.
- Julianne Lane - replace and relocate existing drainage pipe.
- Quimby Street - finish loaming and seeding of properties from last year's project.
- Sewer Installation - 1,500' of 2" forcemain to hook the Public Works facility to Augusta Sanitary District's sewer line.
- Cumberland Street - reconstruct 1,000' of sidewalk.
- Davenport Street - reconstruct 800' of sidewalk.
- New Building Addition at Public Works - excavate and backfill for foundation.
- Installed over 4,000 feet of litter control fence for the Expansion III project at Hatch Hill.

Fall

Preparations for Winter

- City street sweepers worked steady during October and November to keep streets clean from the fall foliage drop.
- All construction projects were either completed or buttoned up for the winter.
- 12,000 cubic yards of sand/salt were mixed for winter.
- By November 1st, all plows and sanding equipment were ready for the winter season.
- Training of new employees on plowing/sanding procedures.

Year Round

Rubbish/Recycling and other special curbside collections

Collection services are offered by providing recycling one week of the month with rubbish collection provided on all other weeks. These services, along with the six (6) week Fall Leaf Collection, were offered again to residents free of charge. The Spring Clean Up of bulky items and Spring Leaf Collection were offered as a "fee-for-service."

Residents continue to be dedicated recyclers. Approximately 10% of the City's residential waste is either recycled or composted.

Request for Services

During 2002, 940 telephone calls requesting services were logged between 7:00 a.m. and 3:30 p.m., significantly fewer calls than the previous year. Some of the reasons for this include: the winter being less severe than the previous one and the roads being in better overall shape due to the money the City has budgeted recently to improve the road infrastructure.

Once again, with the money allocated, we were able to complete many improvements that will benefit the community for years to come.

John H. Charest
Director

The following breakdown summarizes the calls received:

- 287 calls Winter related: plowing, sanding, snow removal
- 124 calls Spring related: crosswalk painting, sweeping, lawn damage
- 21 calls Rain events: washouts, plugged culverts/catch basins
- 133 calls Rubbish/recycling related.
- 276 calls General: potholes, sidewalk damage, and debris in road.
- 91 call Patching/paving
- 8 calls Thank you's

BUREAU OF SOLID WASTE



EXPANSION III AND RELATED PROJECTS

EXPANSION III This year saw some major changes in operations at Hatch Hill. In November of 2001, we began placing waste in the new Expansion III landfill. Operational controls are more stringent than in the past. Changes include a more intensive operation of placing daily cover material over the waste at the end of each operating day and keeping the open operating area small to minimize windblown litter and the amount of leachate that is generated.

LEACHATE FORCE MAIN In the past, leachate was hauled in tank trucks to Cony Street Extension where it was discharged into the Augusta Sanitary District's sewer system for treatment at their plant located on Jackson Avenue in Augusta. This year marked the first year where all leachate generated for the landfills was

collected in the leachate pond and transported to the Augusta Sanitary District's sewer system located on Quimby Street via a pump/force main system.

This leachate force main has eliminated truck traffic to and from Cony Street Extension and overtime costs that were required when leachate had to be hauled for extended hours during periods of high leachate generation. The automated force main allows the system to be controlled remotely via computer so the leachate pond level and operation of the pump station can be monitored at any time without having to go to Hatch Hill. This year over 9.4 million gallons of leachate was pumped through this new force main.

PURCHASES Using some of the funds available from the Hatch Hill Bond, several pieces of equipment have been purchased to upgrade the equipment at the landfill. This year's purchases included: a soil screen to be used for landfill cover material and compost, a small tractor and 1-ton truck for use in the recycling area and for snow operations. Planned purchases in 2003 include an industrial vacuum litter machine (designed specifically to control windblown litter at landfills), a newer bulldozer for use in the bulky material recycling piles and a newer loader.

ADDITIONAL IMPROVEMENTS Other projects that were accomplished this year include:

- The installation of approximately 4,000 feet of 8' high metal litter control fence around the perimeter of Expansion III. The intent of this fence is to keep as much windblown litter as possible within the working area of the landfill.
- The installation of approximately 700 feet of 12' high plastic litter control fence around the wetland and wooded area adjacent to the landfill. This project will be completed in 2003. The intent of this fence is to prevent windblown litter that is not captured by the shorter metal fence from getting into wetland and wooded areas where it is very difficult to pick up. These two litter control fence projects represent a more intensive effort at controlling the windblown litter.
- The award of a contract to Northeast Scale of New Hampshire to install a replacement truck scale at Hatch Hill. The existing scale was installed in the late 1970's and has served us well. However, the existing scale has deteriorated and it is time to replace it. The new scale will be a mechanical scale that is 10 feet longer than the one we are currently using. This longer scale will accommodate the tractor-trailers that are used to haul out most of the materials that are recycled.
- Installation of a temporary synthetic cover on Expansion III, Cell 1 to minimize leachate generation. This marks the first time that we have used a plastic cover on areas of the landfill that will not receive waste for several months. The cover is a thin reinforced HDPE material, similar to the plastic sheets used to construct the liner system of the landfills. Any rainwater that falls on this intermediate synthetic cover is collected in a controlled manner and discharged as storm water.



Intermediate synthetic cover on inactive cell of Expansion III

All these projects are being funded by a \$9.7 million bond, which the citizens of Augusta passed in 1998. Hatch Hill will repay this bond over the next 20 years from its annual operating budget. The total repayment of this bond including interest will be \$15,193,016. Approximately \$1,000,000 is budgeted annually for repayment of the bond principal and interest.

HATCH HILL OPERATIONS

The Hatch Hill operation is an Enterprise Fund, which means it runs like a business within city government. Hatch Hill depends on revenues to pay for its operating, capital and landfill closure costs. The majority of the revenues are from "tipping fees" paid by all users of the facility. Hatch Hill received 30,267 tons of waste in the year 2002, with 3,271 tons of this recycled or reused.

The total operating budget for Hatch Hill fiscal year 2003 is \$2,164,041. Due to revenue projections being less than budgeted expenditures, this year's budget includes using \$142,978 from Retained Earnings to meet the needs of the facility.

An important part of the budget includes the Landfill Closure Reserve Fund. Funds are placed in the Closure Reserve annually to provide sufficient monies to close the facility and to provide 30 years of post-closure monitoring and maintenance, once the site is no longer used as a landfill. To date, \$3,868,584 has been placed in a reserve account to pay for closure and monitoring of Expansion II. This year a new Closure Reserve Fund will be started to fund Expansion III closure and post-closure monitoring. At this time, our goal is to have over \$5 million in this fund when Expansion III is full.

In closing, we are pleased with the support we have received from the community, allowing many positive changes at Hatch Hill over the past couple of years. These changes will allow us to efficiently serve the users of the facility, provide recycling opportunities for many items and operate the landfill in an environmentally sound manner for many years to come.

Lesley Jones
Director



Work begins on constructing boardwalk at the Arboretum as part of Expansion III construction (wetlands compensation)



City's first household hazardous waste collection



AUGUSTA CIVIC CENTER



Our twenty-ninth year of operation has been another successful one. For the ninth year in a row, the civic center was able to finish with a positive balance sheet. This year the building showed an increase of \$21,002 in the fund balance. More than 90% of similarly operated facilities throughout the country show a negative balance sheet at year's end.

Revenues for this year were \$2,375,359, a decrease of \$179,793, or 7% less than FY 2001. (This was the fourth straight year that revenues exceeded the two million-dollar mark.) Operating expenses were \$2,354,357, an increase of \$157,738, or 7.2% greater than FY 2001.

The Civic Center's surplus is down from previous years due to the renovations and construction that took place from October 2001 to December 2002. Four million and three hundred thousand dollars worth of renovations to the building was approved by the voters in November of 2000. The following is a list of improvements:

- Kitchen expanded four times its previous size
- Air lock (storage area) was increased three times its size
- An elevator was put in off the main lobby to compliment the existing elevator in the north wing
- Installed air conditioning in main auditorium
- Installed electronic telescopic bleachers on the first level of the auditorium
- Replaced rubber-surfaced floor around the basketball court in the auditorium
- Expanded the Kennebec and Penobscot rooms in the front of the building
- Flattened the Cushnoc theater and refurbished the entire south wing, now having the capability of one, two or three carpeted meeting rooms.
- Built/remodeled offices adjacent to the south wing
- Oak doors were placed on all meeting rooms and hallways
- Installed wireless internet throughout the building
- Renovated restrooms in the main lobby enlarging the women's room three times its size
- Updated fire alarm system
- Completed sprinkler system throughout building

MAIN AUDITORIUM REPORT (JULY 1, 2001 - JUNE 30, 2002)

	Events	Days Rented
July	0 (Bleachers installed)	0
August	3 (Bleachers installed 1st two weeks)	5
September	5 (Due to Sept. 11th)	9
October	13	26
November	13	25
December	8	16
January	13	25
February	9	22
March	11	22
April	10	24
May	16	25
June	13	21
TOTALS:	114	220



New bleachers in Main Auditorium

MAJOR EVENTS DURING JULY 2001-JUNE 2002

September:	Travis Tritt Concert (Godsmack Concert cancelled on September 11)
October:	Lipizzaner Stallions
November:	Bill Cosby U-Maine Women's Basketball Game vs. Kent State
January:	Western Maine Cheering Competition
February:	Gale Force Dance High School Basketball Tournament State High School Cheering Competition
March:	High School Basketball Class C & D State Championships
April:	Shrine Circus
May:	Republican State Convention Democratic State Convention
June:	WWE (World Wrestling Entertainment)



Newly renovated Cushnoc Room



Newly expanded and renovated kitchen

While kitchen construction was going on, the civic center leased the North Park Grill, a quarter of a mile down the street, from March 1 to October 31. Though this increased our expenses, it enabled us to have the necessary kitchen facilities to cater functions at the Civic Center, as well as the meetings that took place at North Park. The Civic Center's kitchen was closed in the middle of June and catering operated solely from North Park until mid-October. We also rented out five rooms at that facility while simultaneously operating the Civic Center; renting what rooms were available during the construction phase.

The Main Auditorium usage decreased by 26 days (down 10.6%) compared to FY 2001.

R. David Jowdry
Director

Augusta
Civic Center

COMMUNITY SERVICES DEPARTMENT



If another name had to be given to this department, it would be proposed to call the Community Services Department the "Quality-of-Life Department." Each of the seven bureaus of Community Services provides "Quality-of-Life" services.

MISSION OF COMMUNITY SERVICES DEPARTMENT: Augusta Community Services Department believes recreational, educational, childcare, historical, health and welfare, cultural and leisure time activities enhance the quality of life for citizens of this community. We are dedicated to protecting, preserving and enhancing our park system and natural resources. We meet the demands of the community through effective use of financial and human resources. Our professional staff and volunteers design and deliver quality activities and services to all people. We are committed to sound fiscal policies. There are a number of administrative and operational

functions and activities the staff of the Community Services Department does to carry out the mission of the department. Not all-inclusive is a list of what we do and how we do it. We provide critical links between the City Manager's Office, City Council and Bureaus; provide clerical, administrative and budget support as well as management oversight to seven bureaus; work with and coordinate activities with other City departments; assist in allocating human, fiscal and physical resources; assist City Manager with project work; provide technical and professional support to City Council. So important is the need to communicate with the public, which includes taxpayers, residents, businesses as well as the social and service organizations. We also work to create an environment that enhances and encourages staff development and performance; and provide support to various boards and committees. We strive to provide the best possible customer service to the citizens of Augusta and lastly enhance the quality-of-life of the residents of Augusta.

BICENTENNIAL NATURE PARK: On July 14, 2001 the City of Augusta opened Bicentennial Nature Park. The first abridged season was a resounding success. The City opened Bicentennial Nature Park for its second season Memorial Day weekend. Numerous improvements were added to the park this year as part of the development of this resource. The improvements made this year are; the dock area was expanded, a large raft was placed in the middle of the swimming area, a well was dug and the park has potable water, bathrooms were built and picnic grills were installed. Additionally, the trail system was expanded to accommodate a carry-in canoe and kayak launch. Changes in the operating policy were approved this year by City Council. There is now a nominal admission fee in place for park users. Users pay either a daily fee or can purchase a season pass. Regardless, no resident of Augusta will ever be denied access to the park as a result of one's ability to pay. Fee waivers are available for any resident who feels they cannot pay to enjoy the grandeur of this tremendous park. Additionally, City Council approved the park for launching a limited number of canoes and kayaks. The limited number of canoes and kayaks allowed will not have an adverse impact upon the resource of Three Cornered Pond or the seasonal or year-round residents of the pond. The City gratefully acknowledges and thanks all members of the Three Cornered Pond Association who have been involved with the development of the Bicentennial Nature Park. This tremendous resource belongs to all Augusta residents and it is our goal to continue to grow this park in a social and environmentally responsible manner. You can be proud of your park. It had a very successful second year. We look forward to a great season in 2003!



China Region Lakes Alliance



Cony Day of Caring



YMCA REFERENDUM: This past November the residents of Augusta spoke loud and clear in an affirmative vote authorizing City Council to sell city land located at Capitol Park for the purpose of building a new YMCA at the site overlooking the Kennebec River. Now the work begins, as there are federal deed restrictions to the land in question that need to be satisfied before the project can be completed. While this is work, it is a job that can be done and federal concerns and restrictions will be satisfactorily mitigated.

EDWARDS MILL SITE: The Capital Riverfront Improvement District (CRID) commissioned a planning exercise for the purpose of developing conceptual park plans for the Edwards Mill site. The exercise resulted in an incredibly exciting plan that once built will be one of the City's crown jewels. To that end, the City took complete and full ownership of the area in May of 2002. All of the members of CRID can be extremely proud of their collective accomplishments for the Edwards Mill site endeavor.

I encourage you to review each bureau's annual report to gain a greater understanding and appreciation of what each bureau provides the residents of Augusta. The Community Services Department staff work with a number of boards and committees made up (for the most part) of Augusta residents. It is through these boards and committees that we get much of our direction and input. These stakeholders help out immensely by providing us with a great deal of time, commitment, energy, expertise and perspective that helps us out immensely. Without these individuals and collective groups, it would be far more difficult to provide the services that we do. The Community Services Department also works with numerous ad-hoc committees and external organizations. It is with great pleasure I submit the following bureau annual reports of the Community Services Department as presented by each Bureau Director.

BOARDS AND COMMITTEES:

- Conservation Commission
- Augusta Tree Board
- Lithgow Library Board of Trustees
- Old Fort Western Board of Trustees
- Cable TV Committee
- Recreation Committee

Leif Erik Dahlin
Director

CHILDCARE



This marks the 10th year that the City of Augusta has been offering Before and After-School Childcare Programs. Much has changed since 1992, when the program was first offered at Lincoln School, and we had 25 children enrolled with two staff persons. In 2002, the program is offered at Lincoln, Gilbert, and Farrington Schools. There are 150 children enrolled and 15 staff persons.

The Childcare Bureau is supported totally by parent fees, state childcare subsidies and grant sources. No city tax dollars are involved.

All school age programs are different depending on population, number of children, space, facility, type of program, staff training and leadership. In spite of these differences, people who work with children share an ultimate goal of helping all children develop to their fullest potential. Although individual organizations have different names, they are united in their goals to increase both the number of school-age children receiving care and the quality of care. Training of school-age staff, increasing public awareness of the need, and advocating in local and state governments are a part of the work that must be done by school-age childcare professionals now and in the future.

On October 11, 2002, the Childcare Bureau hosted the Lights on After School event located at Lincoln Elementary School. This is a national event joining other after-school programs across the country in turning on lights and rallying community support for after-school programs. Old Fort Western staff performed a flag raising ceremony and led the group in the Pledge of Allegiance. Other activities included a coat and blanket drive for the homeless, art displays, coloring and writing contest, Families First display, and food and beverages.

Karen Cox
Director



OLD FORT WESTERN



Old Fort Western's mission is to "protect, preserve, and interpret the historic site and structures of Fort Western (1754 to 1810), the birthplace of Augusta, and to relate that interpretation through collections, programming, and research, to the history of the Kennebec River Valley, Maine, and New England." The Fort's main house, a National Historic Landmark, will be 250 years old in 2004. A number of particularly significant gains were made during 2002 in regards to the accomplishment of the mission and in preparation for the anniversary observance.

Having the main house in the best possible condition by the start of 2004 is goal number one on the Trustee's current long-range plan. High cellar moisture levels remain the single most-significant preservation challenge. Having repaired the main house perimeter drain system in 2001, during 2002 the Trustee's oversaw the installation of vapor barriers over both main house cellar floors. Meant to be effective rather than attractive or historically accurate, the barriers appear to be doing their job. Digital humidity readings for December 2002 were the lowest in two years and hopefully will continue to go down. True success will have been reached when the moisture content of the original first-floor main house framing members can be maintained at below 20 per cent. The recent anonymous donation of a wood moisture-content meter will help to monitor progress in this important area.

Acquiring, conserving, exhibiting and interpreting the best possible Old Fort Western-specific collection also is a top goal on the anniversary plan. To that end, during 2002 the Fort obtained its second original Howard-store account book, this one covering store operations during the late 1780s and early 1790s. Filled with information detailing not only Fort history but evidence of the quality and complexity of life in early Augusta, the account book will, when its conservation is completed, help visitors better understand the origins and continuing impact of retail economic activity in the Kennebec River valley.

Expanding and improving public programming at the Fort is another important long-range goal. Thanks to support from the Twenty-First Century Learning Center grant program, Old Fort Western was able to introduce and continues to operate after school History Clubs at the Buker and Hodgkins Middle Schools. More than a "re-hash" of regular Fort program content or simply a homework aide, the History Clubs are designed to help improve student performance by stimulating and satisfying student curiosity in inter-disciplinary, experimental, and safe ways using the Humanities to show just how "connected" everything is. About 15 students participate regularly. The Fort hopes to expand the program to the elementary schools next year.



History Club members at the fort

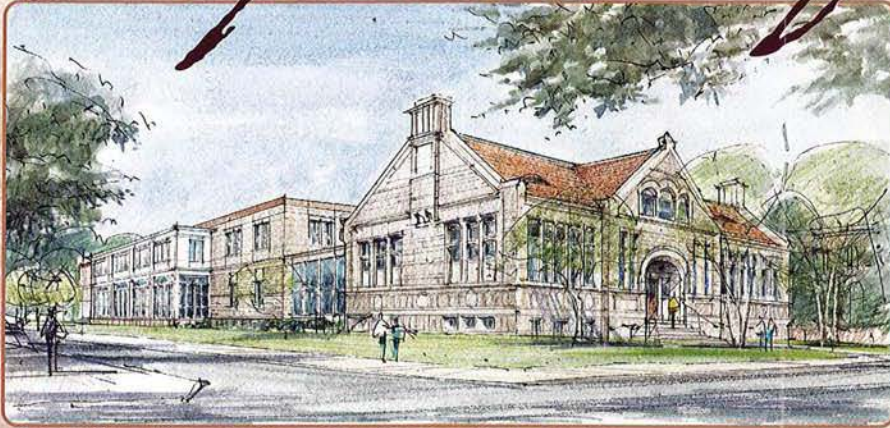
During 2002, the Trustees also continued to work to diversify the Fort's sources of financial support. The Fort's annual campaign raised just under \$20,000 for the year. Another \$41,549 in grant funds and donations was contributed. Thirty other donors and/or volunteers donated in-kind services worth some \$5,000. Membership income, too, added value to the City's investment in the Fort. Augusta members received a new membership benefit: They may now bring unlimited numbers of visitors to the Fort free-of-charge.

Finally, in the belief that expanding and supporting area tourism can yield not only increased Fort admission revenues but also stimulate local economic activity, Old Fort Western, using non-City funds, installed a new Fort sign on Cony Street and acquired the former Go Augusta trolleys. In concert with a number of other initiatives, it is hoped that the sign and the trolleys will better serve current visitors (and local residents) and help to attract new visitors to Augusta and the capital area.

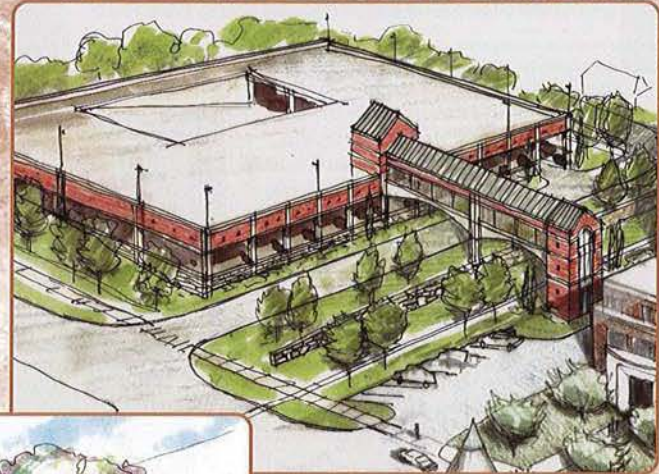
Augusta residents Jane Coryell and Judy DeAngelis went off the Board of Trustees during 2002. Bruce Kirkham, Lance Tapley, and Ed Heath were named to the Board. We thank them, the other Augusta Trustees, all Fort members, contributors, and donors, City staff, and all other Augusta residents for their continuing support and confidence and urge everyone to visit the Fort and/or become involved as we move together towards the 2004 anniversary year.

Jay Adams
Director and Curator

Blueprints for Progress



Proposed Lithgow Library renovations and expansions



Proposed Dickman Lot Downtown Parking Facility



Proposed new Union Street YMCA Facility



LITHGOW PUBLIC LIBRARY



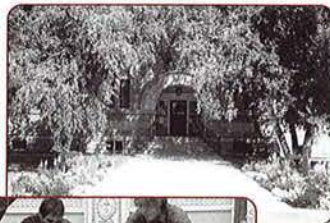
"At a meeting of the Trustees held July 14, 1891, a circular letter was prepared setting forth the condition and needs of the library, and sent to a goodly number of Augusta citizens, and to natives of Augusta residing elsewhere, making an appeal for cooperation.... The library received many excellent accessions from donations by generous well-wishers...and the handsome foundation sum that was collected warranted the full assurance that thenceforth the people of Augusta were to have a public library, sufficient for the community and an object of pride as a local institution."

— Charles E. Nash, Secretary to the Lithgow Library Building Committee, 1896.

In its 107th year of service to the Augusta community, the Lithgow Public Library:

- Attracted 110,800 visitors, a 9.6% increase over last year
- Circulated 9.5% more books, periodicals and audiovisual materials than in 2001 for a total of 133,000; 34% of those were borrowed from the children's section
- Answered over 7,000 reference questions, 17% by phone and e-mail
- Provided 10,400 hours of usage on 6 public access computers
- Created and produced 290 programs for infants, toddlers, pre-schoolers, children, teens and parents, drawing 4,550 attendees
- Presented 39 programs for adults, drawing 1,000 attendees
- Provided outreach services to 864 residents at 5 elder care facilities
- Offered musical events, author visits, lectures, discussion groups, Internet and word processing training, a writing workshop, health-related talks and art displays
- Continued a mother-daughter book discussion group and an after school reader's theater group; started a Saturday Film series for children and a "books and flicks" program for teens
- Joined MINERVA, a consortium of 45 Maine libraries that shares an automated system and catalog, and which boosted interlibrary loan transactions by 61%
- Enhanced and expanded the library's web site, offering access to our catalog and a wide variety of reference databases
- Re-carpeted and painted the Youth Services area
- Retained a conservator, who in November removed all the stained glass windows in the Reading Room for repair and restoration
- Completed the conceptual design process for an expanded and renovated facility and unveiled the renderings and floor plans for the community
- Began a feasibility study for a capital campaign with the help of the Friends of Lithgow Library

Elizabeth Pohl
Director



HEALTH AND WELFARE BUREAU



The Bureau of Health and Welfare administers the General Assistance Program for the City of Augusta. General Assistance is a program mandated by state legislation, which requires municipalities to provide immediate help to eligible people present in their community who do not have sufficient money or other means to obtain the most basic necessities essential to maintaining a household, such as food, rent, fuel, utilities, medications and personal care items. Eligibility is primarily contingent on available income and resources and on compliance with ongoing program requirements aimed at achieving self-reliance.

The program is intended to be a short-term program to assist people temporarily until other resources can be obtained for them or they can resume their usual ability to be self-supporting. The outstanding characteristic of the General Assistance Program that sets it apart from all other financial aid programs is the ability to furnish assistance immediately (within 24 hours or less), without lengthy processing requirements.

There are no federal monies or federal guidelines involved with the General Assistance Program. The program is administered locally by each municipality. The State of Maine, Department of Human Services, oversees the program statewide and provides a minimum of 50% reimbursement to municipalities for expenditures for direct assistance furnished to eligible persons. The municipality provides all of the local administrative costs as well as the balance of the local cost of the direct assistance furnished to applicants.

The amount of assistance furnished to applicants is regulated by a local Municipal General Assistance Ordinance. However, requirements contained in the state statutes and in the Department of Human Services' General Assistance Policy specify certain parameters the local ordinance must adhere to, such as the current statutory limitation on the total (maximum) amount of assistance that municipalities can furnish to a household within a 30-day application period.

This "overall maximum" level of assistance restriction is causing problems with the ability of municipalities to comply with General Assistance guidelines and still deliver adequate services to those in need. This is especially true in areas of the state where housing is scarce and costs have accordingly "skyrocketed." Last spring, the legislature directed the Department of Human Services to "convene a group of interested parties, including a fair representation of municipalities and representatives of low-income persons to investigate the adequacy of maximum levels of assistance and report its findings to the Legislature's Standing Committee on Health and Human Services by February 1, 2003."

Augusta is one of the communities participating in the group convened by DHS. Hopefully, the Legislature will listen attentively to the report submitted and will address the need to provide the General Assistance Program with a mechanism that will improve the ability of municipalities to adequately provide the services we are charged with delivering.

Looking ahead, we expect our local General Assistance Program will be directly affected by the evolving status of economic viability at all levels: local, statewide and national. We anticipate seeing an increase in applicants in crisis due to health issues, housing and homeless issues, loss of jobs, inadequate paying jobs and lack of needed services. We will do our best to effectively assist those in such circumstances. In addition to dispensing direct financial help, we can often direct applicants to many other resources that can improve their circumstances.

As we leave 2002 and start the New Year, we wish to say "thank you" to all of the City departments who assist us as well as those services, organizations and agencies we network with throughout the year.

Mary Frances Bartlett
Director

PARKS & CEMETERIES BUREAU



The year 2002 was a very busy one for the Parks and Cemeteries Bureau.

The flower gardens flourished again this year with the soil amendments the bureau continues to apply and the maturity of perennials used. We have had many calls from the public telling us how much they enjoy them. Waiting in traffic at the rotaries was not as frustrating, so we were told, because of these gardens. Calls like this make our job very worthwhile. Karen Cadwell, again, designed and planted these gardens. Full-time maintenance of these gardens is a must, and I am committed to the continuation and improvement of our program. The majority of the annuals in the City flower gardens were again donated by Scott Longfellow of Longfellow's Greenhouses in Manchester. This translates into a tremendous savings for the city. Without his generosity, we would not be able to have this beautification program.

The City's very dedicated, full-time parks crew consists of Dan Gerrard, Cemetery Foreman; Gerard Vigue, Parks Foreman; Andy Chavarie and George Caret, Skilled Laborers. Together with the seasonal laborers, they maintain all the City's green spaces. This includes playgrounds, swimming pools, tennis courts, basketball courts, athletic fields, and parks. Under a contract with the School Department, the school grounds, including all middle school and high school athletic fields, were maintained by the City Parks Bureau. The crew also installed the new playground equipment at Hussey School last fall.

A new joint venture this year has been assisting the Pine Tree State Arboretum with cross country ski trail grooming. This has resulted in better maintenance of the beautiful five-mile trail system. If you have not skied here before, you are missing out on a wonderful and inexpensive family outing.

Most of our skateboard park ramps on Gage Street were resurfaced this past year with a new material to provide a longer lasting and safer surface. We will resurface the remaining ramps in the next fiscal year. Over the long range, it will be a tremendous savings to the city. Also at Gage Street Park, the completion of the Sanitary District project has also brought completion to our park improvements. By bringing this area to a level park, we have been able to put in a BMS bike track around the perimeter. It will be fine-tuned in the spring of 2003.

Our new park signage project is almost complete. With the financial assistance of the Conservation Commission, we were able to install most of the parks' new signs. We feel that these signs have been a big improvement to the aesthetics of the city's parks. In the summer of 2003, the remainder of the signs will be installed.

United Way Day of Caring again provided extensive cleanup of the Greenway, painting of docks, and brush cutting at Bicentennial Park. Through the joint efforts of the parks crew and approximately 300 Cony High School students many improvements were made.

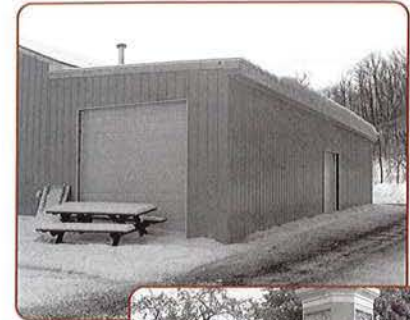
One of our major undertakings this past year was the resetting of more than 100 stones that were vandalized. At a cost-savings of more than \$8,000, the city parks crew reset most of them. A contractor had to reset only a few of the huge monuments.

Some cemetery projects during 2002 were:

- Continuation of removal and trimming of overgrown shrubs in Mt. Hope and Forest Grove cemeteries. When this is completed, there will be a replacement program. This will assure an aesthetically pleasing, as well as a low maintenance, setting.
- Memorial Day preparations
- Thirty new trees planted at Forest Grove, Mt. Hope, Cony, and Mt. Vernon Cemeteries.
- Foundations for new monuments
- Setting of government markers
- Fertilization of many areas

Other projects during 2002:

- Holiday decoration expansion to North Water Street
- Downtown tree lighting coordination
- New dugouts at Capitol Park softball field
- New gate at Calumet Park
- New planter at Memorial Park
- New storage building at Public Works complex
- 4th of July Fireworks
- Continued maintenance of Blaine Memorial Park by contract with the State



CEMETERIES

There are 17 city-owned cemeteries under the bureau's jurisdiction. They are:

Mt. Hope - Winthrop Street (On the right going up the hill)
 Mt. Pleasant - Winthrop Street (Section of Mt. Hope)
 Bien Venue - Winthrop Street (Section of Mt. Hope)
 Mt. Vernon - Winthrop Street (Section of Mt. Hope)
 Forest Grove - Winthrop Street & Green Street (left going up the hill)
 Fuller Extension - Winthrop Street (Section of Forest Grove)
 Coombs Mills - Oakland-Mt. Vernon Roads
 Riverside - Bangor Street
 Wall - Riverside Drive
 Cottles - New Belgrade Road
 Brackett - Old Belgrade Road
 Cummings - Eight Rod Road
 Kling - West River Road
 Townsend - Townsend Road
 Bolton Hill - North Belfast Avenue
 Mud Mill - Mud Mill Road
 Knight - Outer Hospital Street
 St. Mary's - Augusta (by contract with St. Mary's)

Anna D. Blodgett
Director



There were 86 burials during 2002:

Kling - 5
 Mt. Hope - 36
 Mt. Pleasant - 3
 Forest Grove - 20
 Fuller Extension - 4
 Riverside - 5
 Wall - 4
 Bolton Hill - 3
 Coombs - 1
 Bien Venue - 3
 St. Mary's - 2

RECREATION BUREAU



The start of the 21st Century marked the fifth decade of operation for the Recreation Bureau. A number of indoor activities were scheduled as over 60 youth and adult basketball teams participated in leagues and tournaments, two adult volleyball programs were offered and kickball and indoor soccer programs were busy. Many of these activities were made possible through the cooperation of the Augusta School Department, which makes the gyms available for use for recreational programs. The pools and playgrounds were active again during the summer. Arts and crafts, sports and games were offered on the playgrounds as well as swimming lessons and excursions to movies and roller-skating. The Farrington Family Festival performing artist series offered eight chances to see musicians, magicians and theater performances geared toward the family. The Waterfront Wednesday Concerts were all scheduled in the evenings at the

Waterfront Park with the Cony High School Auditorium being used as a rain site twice during the eight-week

season. Softball continued to be popular with several leagues and tournaments being held. Augusta Recreation had 26 co-recreation teams and 12 men's teams involved in league play. We continue to have the largest fall softball league in the State of Maine. Augusta's Capital Mainiacs youth girl's softball teams defended their fast pitch softball state championship titles in the 10-under, 12-under, and 14-under divisions. Augusta hosted a men's state softball championship tournament with over 50 teams entered. Senior citizen excursions and exercise classes were again popular throughout the year. Over 40 trips were offered throughout Maine and New England with a weekend trip to Quebec City, one of the highlights of the trip schedule. The senior picnic featured "Sister Moon" as entertainment. A variety of sports clinics and sports leagues were offered throughout the summer and school year including track and field, soccer, boys and girls basketball, field hockey, golf, football, tennis, lacrosse, swimming and softball. Fall competitions included The Halloween Window Painting Contest, three soccer leagues, field hockey, three age groups of contact football for youth as well as a touch football league for adults. Many of these leagues would not be possible without the support of our volunteer coaches through their donated time and the support of our businesses that financially sponsor leagues and tournaments. Cooperation with local sports associations and service clubs also helps to expand program offerings through the sharing of facilities and other resources. The Recreation and Parks Master Plan was completed in the year 2000 and will be implemented throughout the next decade.

Peter Marczak
Superintendent



TREES & LANDSCAPE BUREAU



The Bureau of Trees and Landscape has continued to have a busy year as we continue to promote, preserve and protect the trees within our community forest.

As a result of the forest management plans that were completed in 2001, we have begun implementing recommendations on the Pleasant Hill property. The first step in this process has been a 40-acre harvesting within the 200-acre parcel of the dead, dying and diseased trees. Removal of these low quality trees has allowed the initial steps of proper management to begin. We will continue to harvest small sections of the forest over the next few years to increase the quality of the timber, improve the wildlife and recreational opportunities on this piece of land, as well as promote proper forest management.

We have also been busy partnering with the Augusta Tree Board on a number of projects. One of these projects has been the initiation and coordination of the first "Teen Tree Steward" program in the state. In conjunction with the Augusta Tree Board, Cony High School students and staff at The Edge, a six-week training course was developed that attracted nearly a dozen

students. "Graduation" occurred during Arbor Month, when the Teen Tree Stewards, Augusta Tree Board members, staff from Maine Department of Transportation and other volunteers planted 40 trees along Northern Avenue. A number of these students helped with community forestry projects over the summer as well with pruning invasive species along the Greenways Trail and pruning young trees along the right of ways.

Overall, this program has helped to continue to raise awareness to the importance trees play in our lives and to help citizens understand the important role they play to ensure trees are a part of our lives here in Augusta. We can make this a thriving community to work, live and play.

The Bureau was also fortunate to have a summer student intern, Brian Miller. This was made possible with support from the Augusta Tree Board. Brian was a tremendous asset to the community's tree program. Brian had the daunting task of watering trees, mulching trees, pruning trees, micro chipping trees and oversaw the "Tree Keeper Upper Program" that was through the Augusta childcare program.

fish carr
City Forester



MAY 11th, Teen Tree Steward tree planting project
on Northern Avenue

Another major accomplishment for the Bureau of Trees and Landscape was a grant from the Maine Forest Service. This grant allowed us to complete the following:

- Repair of ice storm damage on school grounds
 - 66 trees were removed
 - 35 were pruned
- Completed tree work at Pleasant Hill
 - 100 trees were removed
 - 189 trees were pruned
- Street tree pruning work
 - 117 trees pruned
 - 2 removals
- Completed plantings
 - 10 trees along Water Street
 - 30 trees in cemeteries
- Micro chipped 150 public-owned trees
- Completed pruning at Forest Grove Cemetery
 - 60 trees pruned

TREE BOARD



The year 2002 was a very successful year for the Augusta Tree Board. In conjunction with the City of Augusta Bureau of Trees and Landscape, the Augusta Tree Board members participated in the Augusta Tree Steward Program designed to educate members of the community about the importance of trees. Participants learned about insects and diseases, identifying proper soils, and were given hands on instruction of proper pruning techniques. The Augusta Tree Steward Program was designed as a "train the trainer" program in which participants are now able to meet with members of the community and pass along their knowledge.

The Augusta Tree Board is excited to report that the City of Augusta Bureau of Trees and Landscape is the first in the state to install microchips within the bole of the tree in an effort to collect data. During the summer months, City Forester Tish Carr and Brian Miller, a Cony High School student intern, installed 150 microchips in the trees along Water Street and throughout the Westside neighborhood.

Once again, Mayor Dowling proclaimed the month of May to be Arbor Month. During this month, the Augusta Tree Board sponsored six tree plantings at local schools. The Board also continued its annual support of the Cony High art students. Each year the senior art class prepares wood cuts emphasizing the beauty of trees. The artwork is then framed and placed on display at City Center for the duration of the month.

Mayor Dowling also proclaimed October as Community Forestry Month. As part of the celebration, the Board hosted the 3rd annual Augusta Camera Club exhibit at City Center. Camera Club members photograph Augusta's beautiful and scenic areas. The photographs remain on display for the month of October.

The Augusta Tree Board worked with the National Tree Trust in its celebration of planting its 10 millionth tree. On November 21st, all 50 states joined in the festivities and planted a tree. In Maine, the tree was given a "virtual" planting since the ground was frozen. The tree will be planted in the spring of 2003.

In December 2002, the Board participated in the City of Augusta's Annual Holiday Tree Lighting Ceremony in downtown Augusta. Board members passed out 100 Balsam Fir seedlings in an effort to raise awareness of the importance of trees. The event was a success; community residents were excited about receiving seedlings and had many questions regarding tips for planting.

The Millennium Tree Challenge continued into the year 2002. Revenue raised from this venture assists the Augusta Tree Board in the purchase of both trees and equipment. In conjunction with the Bureau of Trees and Landscape, the Board has used the revenue to employ Evan Stout, a college intern from the University of Maine system. Board members had an opportunity to meet and welcome Evan during the memorial tree plantings at the Elks Lodge and the Maine Veteran's Cemetery.

The Augusta Tree Board would like to take this opportunity to thank Norm Elvin for all of his dedication, perseverance and determination as Chair of the Tree Board. Norm has led the Board to great accomplishments. Norm has agreed to remain on the Board and continues to be a valuable member. During the Spring of 2003, the Board will plant a tree in honor of Norm's contributions.

Kirsten Hebert
Chairperson



ASSESSOR'S REPORT



Don Cadwell
Assessor

During the 2002 calendar year, this office processed 727 deeds and 619 mortgages. The majority of the sales were single-family homes with an average sale price of \$76,700; there were 240 residential sales and 17 commercial sales during 2002. Based on the current ratio study for residential property, the average assessment ratio is 87% of market value.

This was the fifth year for the Maine Resident Homestead Property Tax Exemption. The total number of exemptions for this program was 4,404. The total valuation of all tax exemptions including veterans, blinds, parsonages and homesteads was \$35,530,100.

This office oversees 8,516 taxable real estate accounts with a total taxable value of \$815,134,900 (after exemptions); 1,027 taxable personal property accounts with a total taxable value of \$120,636,100. We also have 412 accounts that are totally exempt with a total value of \$262,257,000.

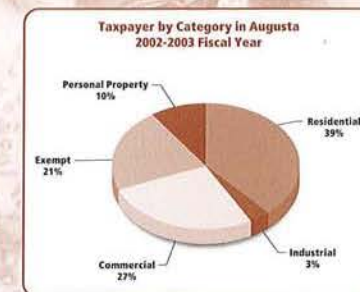
For 2002-2003 tax year, there was an overall increase in taxable valuation of \$15,886,800 as compared to the previous year's increase of \$22,177,500. The summary of valuation changes by category for the year is as follows:

INCREASES

Commercial Properties	\$23,676,800
Residential Properties	1,398,900
New Single-Family	1,731,000
New Mobile Homes	581,500
Miscellaneous Increases	1,519,800
Personal Properties	13,322,900
TOTAL INCREASES	\$42,230,900

DECREASES

Commercial Properties	\$8,484,400
Residential Properties	370,800
Demolitions/Fire	673,000
Taxable to Exempt	2,237,400
Miscellaneous Decreases	3,080,700
Personal Property	11,497,800
TOTAL DECREASES	\$26,344,100



INFORMATION SYSTEMS BUREAU



WEB SITE

In 2002, the City web site continued operating with near-constant uptime, providing a growing number of resources for online visitors. Users near and far can now obtain the following new information:

- Online up-to-date property information, including assessed value, tax bills, and unique specifications on lots such as size, structures, etc.
- An entirely re-designed Economic and Community Development section, engineered to draw new businesses to the City as well as assist tourists and potential new residents. It also spotlights recent initiatives to revitalize key areas within the City.
- City Council meeting agendas and minutes are now available online.
- Expanded content in the Calendar area highlighting events and meetings within the City, such as recreation programs.

In addition, the web server is continually hosting additional domains for various bureaus and departments, reducing the costs associated with web hosting by centrally managing sites.

James Anderberg
Director

AUDIT BUREAU

The Audit Bureau oversees and administers the City's financial and accounting system for the General Fund, Special Revenues, Grants, Capital Projects, Enterprise Funds, and Interservice Fund.

Bureau staff includes the City Auditor, Deputy Auditor, and Audit Clerk. We are continuing to explore different options in order to simplify reporting procedures to reduce paperwork. Our primary goal is to continue to receive clean audit opinions and to keep all accounting controls in place as required by City Charter, Federal, and State Law.

Diane White
Director

CITY OF AUGUSTA, MAINE

Combined Statement of Revenues, Expenditures and Changes in Fund Balances
All Government Fund Types and Expendable Trust Funds
Year ended June 30, 2002 (with comparative totals for the year ended June 30, 2001)

	Governmental Fund Types			Fiduciary Fund Type Expendable Trust	Totals (Memorandum Only)	
	General	Special Revenue	Capital Projects		2002	2001
Revenues:						
Taxes	\$ 24,638,041	342,500	-	-	24,980,541	24,918,540
Licenses and permits	178,492	-	-	-	178,492	180,316
Intergovernmental	15,164,557	2,411,285	-	-	17,575,842	17,398,361
Tuition and other charges-education	1,780,132	-	-	-	1,780,132	1,573,192
Charges for services—City	228,541	-	-	-	228,541	205,948
Fees and fines	44,301	-	-	-	44,301	37,325
Unclassified	757,532	2,764,365	136,985	-	3,658,882	2,438,675
Investment earnings	608,637	-	-	5,335	613,972	982,067
Total revenues	43,400,233	5,518,150	136,985	5,335	49,060,703	47,734,424
Expenditures:						
Current:						
General Government	1,393,480	-	-	-	1,393,480	1,479,817
Public Safety	4,771,026	-	-	-	4,771,026	4,333,753
Finance and Administration	734,239	-	-	-	734,239	732,150
City Services	3,001,316	-	-	-	3,001,316	3,069,726
Education	24,816,342	2,203,355	-	2,329	25,022,026	25,379,327
Community Services	2,058,400	1,752,382	-	-	3,810,782	3,214,670
Development	-	342,500	-	-	342,500	741,669
Insurance and fringe benefits	1,559,832	-	-	-	1,559,832	1,358,558
Other fixed charges	2,119,236	-	-	-	2,119,236	2,010,698
Unclassified	1,088,768	1,244,793	-	-	2,333,561	2,399,049
Debt service (excluding education)	1,210,712	-	-	-	1,210,712	1,053,031
Capital Outlay	301,359	-	681,559	-	982,918	2,374,400
Total expenditures	43,054,710	5,543,030	681,559	2,329	49,281,628	48,146,848
Excess (deficiency) of revenues over (under) expenditures	345,523	(24,880)	(544,574)	3,006	(220,925)	(412,424)
Other financing sources and uses:						
Bond Proceeds	-	-	-	-	-	820,000
Proceeds from Lease Obligations	-	-	-	-	-	158,605
Operating Transfers - in	350,000	-	-	-	350,000	-
Total other financing sources and uses	350,000	-	-	-	350,000	978,605
Excess (deficiency) of revenues and other financing sources (uses) over (under) expenditures	695,523	(24,880)	(544,574)	3,006	129,075	566,181
Fund balances, beginning of year	7,918,617	1,367,997	1,243,800	59,235	10,589,649	18,593,325
Prior period adjustment	4,647	130,255	-	-	134,902	(8,569,857)
Fund balances, beginning of year as restated	7,923,264	1,498,252	1,243,800	59,235	10,724,551	10,023,468
Residual equity transfer	5,046	(5,046)	-	-	-	-
Fund balances, end of year	\$ 8,623,833	1,468,326	699,226	62,241	10,853,626	10,589,649

Copies of the entire financial report are available for review in the City Manager's office.

CITY OF AUGUSTA, MAINE

Combined Balance Sheet
All Fund Types and Account Groups
June 30, 2002
(with comparative totals for June 30, 2001)

	Governmental Fund Types		Capital Projects
	General	Special Revenue	
Assets			
Cash	\$ 863,534	88,864	-
Investments	12,187,497	-	-
Receivables:			
Taxes receivable	910,694	-	-
Tax liens	296,666	-	-
Accounts receivable, net of allowance	578,361	104,340	692
Due from other governments	-	147,296	-
Notes receivable	-	482,942	-
Interfund loans receivable	4,451,218	867,076	717,499
Prepaid expenses	270,458	-	-
Inventories	2,543	53,268	-
Fixed assets (net, where applicable, of accumulated depreciation)	-	-	-
Amount to be provided for Maine State Retirement liability	-	-	-
Amount to be provided for retirement of general long-term debt	-	-	-
Amount to be provided for accrued compensated absences	-	-	-
Amount to be provided for retirement of capital leases	-	-	-
Total assets	\$ 19,560,971	1,743,786	718,191
Liabilities and Fund Equity			
Liabilities:			
Accounts payable	1,257,647	93,199	18,965
Accrued wages and benefits payable	1,706,092	144,298	-
Accrued compensated absences	702,255	3,743	-
Accrued liability for landfill closure and postclosure costs	-	-	-
Deferred revenue	950,000	-	-
Taxes received in advance	22,935	-	-
Interfund loans payable	6,298,209	34,220	-
Maine State Retirement liability	-	-	-
Bonds and notes payable	-	-	-
Capital leases payable	-	-	-
Total liabilities	10,937,138	275,460	18,965
Fund equity:			
Contributed capital	-	-	-
Investment in general fixed assets	-	-	-
Retained earnings:			
Unreserved	-	-	-
Fund balances:			
Reserved for non-current loans receivables	-	482,942	-
Reserved for endowments	-	-	-
Reserved for inventory	-	53,268	-
Reserved for encumbrances	1,073,907	4,155	-
Unreserved:			
Designated	1,261,554	-	-
Undesignated—School	668,498	349,358	-
Undesignated—City	5,619,874	578,603	699,226
Total fund equity	8,623,833	1,468,326	699,226
Total liabilities and fund equity	\$ 19,560,971	1,743,786	718,191

Copies of the entire financial report are available for review in the City Manager's office.

CITY OF AUGUSTA, MAINE

Combined Balance Sheet
All Fund Types and Account Groups

	Proprietary Fund Types		Fiduciary Funds	Account Groups		Totals (Memorandum Only)	
	Enterprise	Internal Service	Trust and Agency	General Long-term Debt	General Fixed Assets	2002	2001
Assets							
Cash	\$ 414,949	-	268,273	-	-	1,635,620	1,306,863
Investments	7,718,719	-	692,082	-	-	20,598,298	26,533,365
Receivables:							
Taxes receivable	-	-	-	-	-	910,694	886,718
Tax liens	-	-	-	-	-	296,666	262,982
Accounts receivable, net of allowance	467,443	120,751	-	-	-	1,271,587	817,264
Due from other governments	-	-	-	-	-	147,296	330,000
Notes receivable	-	-	-	-	-	482,942	344,282
Interfund loans receivable	129,943	551,793	209	-	-	6,717,738	5,403,428
Prepaid expenses	10,623	-	-	-	-	281,081	153,319
Inventories	18,090	138,911	-	-	-	212,812	232,637
Fixed assets (net, where applicable, of accumulated depreciation)	12,729,547	1,342,073	-	-	41,810,630	55,882,250	50,603,461
Amount to be provided for Maine State Retirement liability	-	-	-	13,182,872	-	13,182,872	13,063,004
Amount to be provided for retirement of general long-term debt	-	-	-	8,098,600	-	8,098,600	9,328,473
Amount to be provided for accrued compensated absences	-	-	-	1,057,889	-	1,057,889	1,064,719
Amount to be provided for retirement of capital leases	-	-	-	208,236	-	208,236	335,449
Total assets	\$ 21,489,314	2,153,528	960,564	22,547,597	41,810,630	110,984,581	110,665,964
Liabilities and Fund Equity							
Liabilities:							
Accounts payable	509,282	-	138,659	-	-	2,017,752	2,454,729
Accrued wages and benefits payable	41,226	4,865	-	-	-	1,896,481	1,777,340
Accrued compensated absences	147,480	25,593	-	1,057,889	-	1,936,960	1,960,402
Accrued liability for landfill closure and postclosure costs	3,868,584	-	-	-	-	3,868,584	3,788,084
Deferred revenue	-	-	-	-	-	950,000	799,000
Taxes received in advance	-	-	-	-	-	22,935	22,542
Interfund loans payable	385,309	-	-	-	-	6,717,738	5,403,428
Maine State Retirement liability	-	-	-	13,182,872	-	13,182,872	13,063,004
Bonds and notes payable	13,030,000	-	-	8,098,600	-	21,128,600	22,843,473
Capital leases payable	128,030	216,511	-	208,236	-	552,777	797,300
Total liabilities	18,109,911	246,696	138,659	22,547,597	-	52,274,699	52,909,302
Fund equity:							
Contributed capital	11,701	529,566	-	-	-	541,267	667,209
Investment in general fixed assets	-	-	-	-	41,810,630	41,810,630	41,779,502
Retained earnings:							
Unreserved	3,117,527	1,376,993	-	-	-	4,494,520	3,853,340
Fund balances:							
Reserved for non-current loans receivables	-	-	-	-	-	482,942	344,282
Reserved for endowments	-	-	657,248	-	-	657,248	622,252
Reserved for inventory	-	-	-	-	-	53,268	54,178
Reserved for encumbrances	-	-	-	-	-	1,078,062	683,170
Unreserved:							
Designated	250,175	-	-	-	-	1,511,729	1,508,642
Undesignated—School	-	-	164,657	-	-	1,182,513	1,102,996
Undesignated—City	-	-	-	-	-	6,897,703	7,141,091
Total fund equity	3,379,403	1,906,559	821,905	-	41,810,630	58,709,882	57,756,662
Total liabilities and fund equity	\$ 21,489,314	2,153,528	960,564	22,547,597	41,810,630	110,984,581	110,665,964

"Together We're Better"

CITY CLERK'S OFFICE

The following is the Annual Report for the Office of the City Clerk/Registrar covering the period January 1, 2002 through December 31, 2002. Activities represented are Vital Statistics; i.e., births, deaths, marriages; State of Maine and City of Augusta licenses and permits; election results and voter registration statistics following the annual Municipal and State of Maine elections held November 5, 2002.

We have experienced decreases in all vital records this past year. This trend seems to follow with the number of licensed dogs, as well as fish and game licenses. A possible explanation would be the decrease in population and the number of licensed agents in the city and elsewhere who are now permitted to issue fish and game licenses.

We will continue our commitment to modernization and implementation of efficiencies. Ongoing projects include updating of computer files, voter purge and organization of all records into an automated, cohesive and safe filing system. Also underway are continued communications with various state agencies to coordinate mutual interests and areas of responsibilities.

Cherie Frith
City Clerk

1/1/2002 - 12/31/2002 STATISTICS

Annulment	0	Address Transfers	2	Archery Licenses	68
Births Recorded	550*	Automobile Graveyard Permit	1	Archery/Expanded Season	22
Deaths Recorded	508**	Beano Permits	2	Archery/Fish Combo	18
Delayed Birth	0	Billiard Licenses	6	Atlantic Salmon Licenses	0
Depositions	50	Bottle Club Licenses	2	Bear Permits	38
Fetal Deaths	0	Bowling Alley	1	Bear Permits (Over 70)	4
Marriages	204	Burial Permits	537	Duck Stamps	72
Dog Licenses:		Carnival License	0	Duplicate Licenses	33
Males/Females	260	Coin-operated Am. Device Lic.	17	Muzzleloading	61
Sp. Females/N. Males	1,209	Dancing Licenses	17	Muzzleloading (Over 70)	4
Kennels	4	Food Seller's Permits	8	Pheasant Stamps	3
Replacement Licenses	15	Games of Chance - Blanket Letters	9	Res. Combo Licenses	635
Inc. Civic Organization Lq. Lic.	1	Games of Chance - Single	2	Res. Fish Licenses	845
Junkyard Permits	2	Liquor On Premise - Catering	0	Res. Hunt Licenses	413
Lunchmobile Licenses	8	Malt Liquor Licenses	32	Res. Jr. Hunt Licenses	92
Mass Outdoor Gathering	1	Massage Therapist	1	Res. Small Game Licenses	2
Name Transfer	1	Off Premise Catering	7	Serviceman Combo	3
Pawnbroker License	1	Roller Skating Rink License	1	Special Supersport Licenses	0
Special Amusement Permits	17	Spirit. and Vinous Liquor Licenses	25	Supersport Licenses	7
Taxi Driver's Licenses	41	Taxi Operator's Licenses	16	1-Day Exchanges - Fish/Combo	2
Transient Sellers	2	Victualer's Licenses	142	3-Day Exchanges - Fish/Combo	2
Vinous Liquor Licenses	3	Body Piercing Licenses	9	Fall Fishing Licenses	9
Tattoo Licenses	7	Transfers (Dogs)	2	Micropigmentation License	1
Service/Search/Rescue Dogs	2	Hearing/See Guide Dogs	6	Duck (Over 70)	0
				Pheasant (Over 70)	0
				Complimentary Licenses	22
				Coyote Licenses	20
				Non-Resident Fish	3
				Non-Resident Hunt	1
				Turkey Permits	15

* Augusta Residents - 129 Augusta Residents - O.T. - 54

** Augusta Residents - 192 Augusta Residents - O.T. - 31

VOTER REGISTRATION

OFFICIAL CERTIFICATE OF RESULTS MUNICIPAL ELECTION NOVEMBER 5, 2002

WARDS	1	2	3	4	CPP*	TOTALS
COUNCIL, AT-LARGE						
Cheever, David Robert	589	399	523	520	496	2,527
Davis, Kimberly J.	635	896	724	932	700	3,887
COUNCIL, WARD 1						
Sotir, Thomas	1,127	—	—	—	289	1,416
COUNCIL, WARD 4						
Foster, Karen D.	—	—	—	1,422	312	1,734
BOARD OF EDUCATION, CHAIRPERSON						
Burney, William D., Jr.	1,161	1,212	1,220	1,383	1,181	6,157
BOARD OF EDUCATION, AT-LARGE						
Barnes, Richard Carl	675	530	625	713	599	3,142
Silsby, Kimberly W.	546	750	616	741	507	3,160
BOARD OF EDUCATION, WARD 2						
Campbell, Susan B.	—	768	—	—	198	966
Clarke, Wayne D., II	—	558	—	—	131	689

*Central Polling Place

VOTER REGISTRATION REPORT OF REGISTERED VOTERS - NOVEMBER 5, 2002

WARD	DIST.	D	R	U	G	X	TOTALS
1	95	381	443	325	22	0	1,171
1	96	809	637	669	25	0	2,140
2	94	44	25	14	0	0	83
2	95	192	130	172	16	0	510
2	96	1,040	819	1,028	38	0	2,925
3	95	1,439	900	1,185	51	0	3,575
4	94	1,126	1,008	1,109	34	0	3,277
4	96	140	114	101	5	0	360
TOTALS		5,171	4,076	4,603	191	0	14,041

D = Democrat R = Republican U = Unenrolled
G = Green Independent X = Party Ineligible

VOTER REGISTRATION REPORT OF REGISTERED VOTERS - JUNE 11, 2002

WARD	DIST.	D	R	U	G	X	TOTALS
1	95	381	431	315	15	-	1,142
1	96	800	616	651	22	-	2,089
2	94	44	26	13	-	-	83
2	95	191	138	173	16	-	518
2	96	1,007	812	971	32	-	2,822
3	95	1,421	889	1,145	38	-	3,493
4	94	1,108	986	1,078	35	-	3,207
4	96	135	111	95	2	-	343
TOTALS		5,087	4,009	4,441	160	-	13,697

D = Democrat R = Republican U = Unenrolled
G = Green Independent X = Party Ineligible

HUMAN RESOURCES



EMPLOYEES ARE OUR GREATEST ASSET

It is with pleasure that I present to you our fourth Annual Report. This has been another exciting year for the City of Augusta Human Resources Bureau. The bureau provides core human resource functions including recruitment, staff development, performance management, salaries and benefits administration, employee relations and occupational health and safety.

The report and successes and accomplishments herein are a product of the talent and dedication of the Human Resources staff. I want to take this opportunity to thank each one of them. During the year 2002, staff has worked hard to create new programs and to improve our current programs in response to suggestions and feedback from our employees.

A FEW OF OUR SUCCESSES THIS YEAR INCLUDE:

- Establishing a city-wide Wellness Program designed to improve the quality of life for employees and retirees and their families by promoting and supporting positive lifestyles, attitudes and practices.
- Enhancing our employee recognition program to better show our appreciation for our employees.
- Developing new services including automation of leave records and providing access via the city Intranet system to all policies and collective bargaining agreements.
- Embarking on a new workers compensation return-to-work initiative to effectively and safely return injured employees to their jobs.
- Transitioning to new office space with minimal disruptions.
- Staffing City departments with the most qualified employees.
- Complying with legal mandates by keeping up with changing legislation.



Police Department



Fire Department

Human Resources has a commitment to all employees to provide the best available resources to make your employment with the City of Augusta a favorable one.

I hope you will find the information in this report useful and interesting. As a result of these and many other smaller changes, our range of services was significantly improved and makes way for further improvements in 2003. Please contact me or any of the Human Resources staff if we can assist you in any way.

Ellen M. Blair
Director

TREASURY/TAX COLLECTION BUREAU



The Treasury/Tax Collection Bureau provides the City with the financial resources to maintain an ample level of municipal services, reduces the indebtedness of the City, and provides for a healthy financial future. These steps provide a tax rate that is comparable to similar communities that provide a wide spectrum of municipal services to its citizens.

The staff of the Treasury/Tax Collection Bureau is responsible for the collection of all tax levies due the City of Augusta, which includes real estate, personal property, and excise taxes. We also process all other revenues, including those for enterprise funds, special revenue funds, and fees due to the State of Maine. Another of our responsibilities is to invest and safeguard the City's investment portfolio. In addition to accepting revenue, we issue the payment of all expenditures and bonded debts of the City.

We are authorized to act as a municipal agent for the State Bureau of Motor Vehicles. In addition to performing re-registrations, this allows us to process new registrations and issue license plates at the same time. This allows the customer the simplicity of completing a motor vehicle registration at one location, saving them time and expense. Acting as an agent for the Department of Inland Fisheries and Wildlife, we are able to process ATV, boat, and snowmobile re-registrations.

In the past, this bureau has upgraded many of its fund accounting practices. It has added critical hardware and fine-tuned software applications. Looking forward, we plan to search for additional ways to deliver information in the most cost-effective way. Working with other departments, we are exploring the purchase of a new municipal information system. In the long term, such a system will be the backbone for public access to government records, self-service applications, inquiries, payments, bulletin boards, and other documents of interest. We are eager to help in making these plans a reality.

As always, we encourage anyone to offer comments or suggestions by contacting the office at 626-2316 or via email to: mdoyon@ci.augusta.me.us.

Last but not least, I wish to express my sincere admiration to the remarkable team members of the Treasury/Tax Collection Bureau. Their loyalty and commitment to the people of Augusta, our contracting communities, and this office is unparalleled. In addition, they ensure your experience with this office is both enjoyable and equitable. Special thanks go to Deputy Treasurer/Tax Collector Tina Whitcomb who along with Marcia, Jane, Jean, Linda, and Kathy consistently deliver superior services with enthusiasm and pride in our community. The Treasury/Tax Collection Bureau could not succeed without their efforts. Together, we look forward to serving the residents of Augusta and all others who may come into our beautiful city.

Mark R. Doyon
Treasurer/Tax Collector

FIRE & RESCUE DEPARTMENT



On behalf of all the employees of the Augusta Fire Department, I am pleased to submit for your review, our Annual Report for 2002. The accomplishments highlighted in this document are a direct result of the commitment to service of all Fire Department employees.

The 2002 Annual Report briefly describes each of the many activities this department is responsible for, as well as associated statistical data. The results show that the Department continues to provide professional emergency services to our community.

The Augusta Fire Department pledges a commitment to preserving the quality of life in the City of Augusta. We will protect lives, property and the environment with compassion, vigilance and dedication.

Our appreciation goes to the City Council for their trust, confidence and support. Further, the professional and skillful assistance of the City Manager and City Staff was of inimitable value.

Our commitment to continually improve our services to the citizens of our community will remain as our focus for the future. We are certain to be faced with new and increasingly difficult challenges, including hazardous materials response, weapons of mass destruction preparedness and fire fighter safety. However, I am confident that the members of our organization will respond to the call as they repeatedly have. I commend them for having made 2002 a success and look forward to leading them in the future.

EMS

Our transfer truck (Rescue 5) was scheduled for replacement. It was recommended that we replace this vehicle with a medium-duty rescue due to a number of reasons. We found (on the internet) a used 1994 E-One Rescue that has been remounted on a 2001 International 4700LP and recommended its purchase. The vehicle had only 6,300 miles on it, features a manufacturer's warranty and is in excellent condition. The cost of the used vehicle was \$55,000 less than the price of a new vehicle of this type and a savings of over \$10,000 from the budgeted amount.

APPARATUS

Replacement of Engine 2. We had an opportunity to purchase a piece of apparatus that met our current specifications and at a significant savings. The Apparatus Committee recommended that we acquire an E-One custom pumper that was built as a show vehicle and has approximately 3,400 miles on the odometer for the cost of \$199,000. It was estimated that the bids would come in at \$230,000 or more, thus saving the City \$30,000 while meeting the needs of the Fire Department.

A grant application was submitted to the federal government for \$185,000 to replace our 1975 International tanker. The application was unsuccessful and the replacement of the vehicle will again be included with our capital budget submission.

FIRE PREVENTION

Al Nelson has increased his activities in this important departmental program to make up for the loss of Robert Patnaude who retired. This included school programs, fire extinguisher programs and fire drills.

Assisted in evacuation planning for a number of area facilities.

In an effort to curb juvenile fire setting, David Groder conducted an intervention program for over a dozen individuals during the year. He also interacts with several local and regional agencies to address this issue.

OTHER PROGRAMS

- The Wellness Committee has had a busy year. Karen Perry is now the Chairperson for the City's Wellness Program. They have arranged for a number of educational classes, wellness screenings, and purchased fitness equipment for the various departments, including a new treadmill for the Hartford Station.
- Installed networking capabilities between the Fire and Dispatch alarm computers.
- Implemented a Maine State Firefighter I training program on all three shifts.
- Conducted in house respirator fit testing for all fire fighters and officers.
- Responded to a number of possible Anthrax incidents and had to quickly develop a policy, with the help of the State and Kennebec County EMA offices, for our response.
- The Calumet Club donated an ice rescue sled to the department for use in our water/ice rescue program.
- Conducted a Memorial Service for the fire fighters who lost their life in the terrorist attacks on 9/11/01.

James Farrell
Fire Chief

Augusta Fire Department Mission Statement

We, the members of the Augusta Fire Department, are dedicated professionals committed to safely serving our community by protecting life, property and the environment through prevention, education and emergency services.

OTHER STATISTICS:

An overall average response time for fire calls was 4:24 minutes (including dispatch and turnout time).

MAJOR LOSS FIRES (INCLUDING CONTENTS)

Date	Address	Loss
1/21/02	Bog Road	\$15,000
5/10/02	1108 Cony Road	\$35,000
8/02/02	65 Westwood Road	\$94,000
10/17/02	2530 Mud Mill Road	\$80,000

DEPARTMENT TRAINING

Classes	184
Attendees	873
Hours	2,622

PERSONNEL

Lieutenant Thomas Doore retired
Lieutenant David Farr retired
Lieutenant Robert Prout retired
Robert Patnaude retired
Daniel Guimond was promoted to Lieutenant
Al Nelson was promoted to Lieutenant
Ed Charles was promoted to Lieutenant
Six new firefighter/paramedics were hired
Kevin Curry
David Hunt
Corin Meehan
Josh Cail
Peter Allen
Bill Lord
David Hunt left the department for personal reasons
Corin Meehan left the department due to health reasons

POLICE DEPARTMENT



Message from the Chief: As our State Capital, Augusta is fortunate that we are not faced with the level of crime that other state capitals or cities are experiencing across our great nation. We continue to experience an increase in the presence of Heroin abuse in the City and have a 9% increase in serious crime over last year. Although we have continued to experience an increase in drug abuse and serious crime, our citizens are continuing to take an active role in assisting the Police Department in addressing this, as well as crime. In partnership, we refuse to let our streets, neighborhoods, and the city as a whole to be taken away from us and our way of life. Augusta is a great place to live, work and raise a family. I am proud to be a part of our City as both a family man and as your Police Chief.

Throughout 2002, the Police Department experienced a change in personnel and assignments within the department. Sgt. J. Chris Read was appointed Detective Sergeant following the retirement of Lieutenant Robert Bowden. Alfred Morin was promoted to Sergeant. Patrol Officer Jared Mills received re-assignment to Traffic Safety. Four new Police Officers joined the ranks of the Department: Michael Spahr, Donald Whitten, Darren Barbeau, and Katrina Beeman. Two new Dispatchers joined the Department: William Emery and Aaron Farrell. Patrol Officers Rodney Minoty and Michael Cote and Dispatchers Chad Swift and Colleen LeClair left the department to pursue other employment opportunities.

The Department has completed the third successful year of partnership with the Department of Behavioral and Developmental Services that provides the Police Department with a full-time evening shift presence of an Intensive Case Manager. Gregory Smith works full time assigned to officers on the evening shift to assist and provide crisis intervention immediately during crisis situations. Buster McLellan and James Jarosz complete the Mental Health team in supporting the Police Department on a part-time basis.

Training of department personnel continues to be a priority within the Police Department. As the only department accessible to the public 24 hours a day, 365 days a year, we are committed to provide the best possible assistance to our citizens and the public at large.

The Police Department received three grants during the year 2002. The Federal Bureau of Justice Assistance awarded the department a grant in the amount of \$21,947 that was used to upgrade the voice recorder in the Communication Center. The State Bureau of Highway Safety awarded the department two grants. The first was an O.U.I. grant in the amount of \$4,964 that was for the apprehension of impaired drivers. The second grant of \$20,000 was for Child Safety Restraint and Seat Belt enforcement. Both Highway Safety grants were intended to make our city streets and highways safer for our drivers, passengers and citizens.

The following figures show a comparison of crimes reported for national statistics, by number.

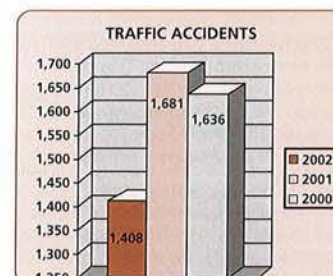
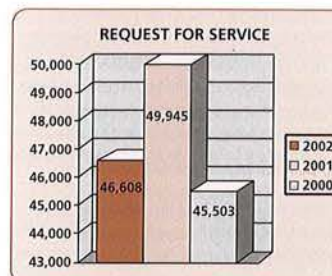
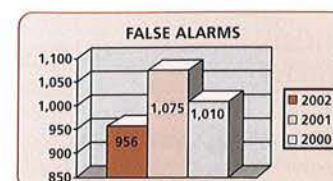
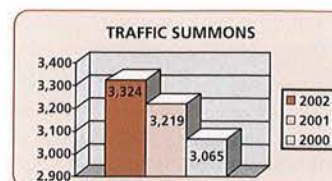
Of the crimes reported, the Police Department cleared 40% for 2002, 47% for 2001 and 36% for 2000.

The Police Department response time for handling 60% of your requests for service was four minutes or less. We do so with safety ever on our minds and with the intent to provide you with the best possible service.

CRIME PREVENTION TIPS

- Be sure your street address number is clearly visible to responding emergency personnel.
- Lock your home when you're away and especially at night.
- Be aware of people lingering in your neighborhood who do not live there.
- Be sure to lock your car doors, even when it is parked outside overnight at your residence; do not leave valuables in your car. If necessary, secure them in your trunk.

CRIMES	2000	2001	2002
Homicide	0	0	0
Rape	16	21	25
Robbery	13	6	11
Agg. Assaults	10	16	14
Burglary	165	200	200
Theft	737	806	938
Auto Theft	36	40	24
Arson	14	14	14
Totals	991	1,104	1,226



- If you witness a suspicious activity, try to get a description of the individual(s) and any vehicle(s), and a license number, if possible.
- NEVER give your credit card, phone card, social security, or bank account numbers to anyone over the phone. It is illegal for telemarketers to ask for these numbers to verify a prize or gift.
- If away on vacation, discontinue newspapers and mail; leave a key with a friend or relative; leave a car in the driveway if possible; ask a neighbor to watch your home; put timer on a light in your home. Be aware of your child's Internet activities.

In closing, I want to express my appreciation to the citizens who continued to support the activities of the Police Department throughout the past year. I especially thank all the other city departments that have cooperated and provided support to the Police Department that assist in enabling us to deliver the quality of service to our community.

Wayne M. McCamish
Chief

Please remember to obey all traffic laws, especially posted speed limits in our school zones and residential areas.

SCHOOL DEPARTMENT



I respectfully submit my fourth annual report as the Superintendent of Schools. The past year has been an exciting one for the Augusta Public Schools. As we continue to focus on three areas of development, including facilities, curriculum alignment with the Maine Learning Results, and meeting fiscal challenges, the city's schools are doing well.

MEETING THE MAINE LEARNING RESULTS

Maine's incoming ninth graders, the Class of 2007, will be the first high school students in Maine to graduate by demonstrating competency in the state's Learning Results in reading, writing, and math. The first step for the district to prepare students for this statutory requirement was to develop curriculums that are aligned with the Maine Learning Results. This process has been completed. The next phase of this process is to develop assessments that

test whether students have learned the skills necessary at each grade level. This is very important because we want to assess students on skills that match what they are learning.

The graduation standards will require students to demonstrate their knowledge and skills through a series of performance assessments in each subject area. One of the challenges to the School Department is to develop a Local Comprehensive Assessment Plan. The Comprehensive Local Assessment System will be the process by which the school system will establish the Performance Assessments that will lead to graduation standards.

In addition to local assessments (those developed by teachers), each school system will use the results of the State of Maine Education Assessment (MEA) as one of the indicators of progress. National tests, such as the Terra Nova, will also be used to send scores back to the state regarding reading, writing, and math proficiency. This is a new requirement of the No Child Left Behind law.

The use of a variety of assessment methods at the classroom and school levels will assure that students can meet the standards in a variety of ways. It will also allow the schools to identify specific standards where students are having difficulty achieving a level of proficiency.

The new graduation requirements will require some change in thinking. Parents must understand that students need to demonstrate proficiency in order to graduate with a Maine Learning Results diploma. Students who are not meeting the standard will be given many opportunities to do so. The district will offer additional classes in certain subjects or students will need to participate in special, after-school-tutoring, or summer programs. We believe that the new graduation requirements, which are significantly challenging, will have a positive, long-term affect for improving student learning and preparing students for a post-secondary education or work.

CONY HIGH SCHOOL

In May of 2002, the Department of Education ranked Cony High School at number 11 on the school facilities priority list. This announcement means that the existing school facility on Cony Circle will be replaced with a state-of-the-art facility. A new building will provide a safe and contemporary environment away from the noise and pollution of the Cony traffic circle.

As noted earlier in this report, Maine's Learning Results have put forth a new challenge to schools in our state. As Cony High School is the public high school in our capital



city, it will be the ambassador to other cities and towns throughout Maine. Cony will be at the forefront of educational reform and become the standard to which other schools aspire.

Cony will offer an educational program that is directed toward the development of academic and technological skills, application of critical thinking, appreciation for the fine arts, and an awareness of the vital importance of physical and mental health. Ultimately, each student, progressing both independently and collaboratively, will, according to a Personalized Learning Plan, strive to become a responsible individual within the framework of Cony High School.

The Cony High School Building Committee, the Augusta Board of Education, and the Augusta City Council all voted unanimously to accelerate the Cony High School building project through a mechanism called Interest Only Interim Local Financing. The goal is to place before voters a referendum question in the fall requesting support for a new Cony High School adjacent to the Capital Area Technical Center.

PILOT PRESCHOOL PROGRAM

One of the initiatives implemented in the 02-03 school year to enable students to meet the Maine Learning Results, as well as components from the No Child Left Behind law, is a pilot preschool. The rationale for exploring preschool education was that, by providing students with an early education, the school district promotes the overall development of a healthy child. Children who have the right kinds of educational experiences before kindergarten perform better in later grades (Building Strong Foundations for Learning, U.S. Department of Education).

The preschool program is a collaborative effort among three agencies - Head Start, Child Developmental Services, and the Augusta Public Schools. The program, housed at Gilbert Elementary School, is a four-day a week, half-day program, with 16 students attending in the morning and a second group of 16 students attending in the afternoon.

The curriculum for the preschool program is the LEAP Curriculum (Language Enrichment Activities Program). The LEAP program is a multi-sensory language program focusing on pre-academic skills in oral and written language. Activities are multi-sensory, interactive, structured, and sequential.

The preschool program benefits from the services of an extremely talented teacher, Monica Redlevske, who was hired in the spring of 2002. Monica has played a key role in getting the new program up and going and deserves public acknowledgement of her work in the space of this report.

I-BOOKS FOR SEVENTH GRADERS

In September of 2002, I-book computers were distributed to seventh grade students in the Augusta middle schools through the Maine Learning Technology Initiative. This technology has proven to be beneficial to the staff and students as an educational/instructional tool to enhance learning. Staff members who were issued I-books have received staff development through regular meetings.

Examples of I-book use include assessing Mac journal to log questions in reading responses, enhancing topic research through the location of interactive websites, and utilization of appropriate software applications, such as World Book Encyclopedia and Inspiration, a concept mapping tool for student idea expansion, enhancing communication through skilled word processing, and multi-media presentations utilizing I-book and Apple Works slide shows, establishing teacher worksites with homework, calendar, announcement, and links.

Teachers have modified their instructional role in the classroom to serve as a facilitator. As a result, students have a more personal commitment to learning and are gaining experience in the application of knowledge. In addition, the administration acquired a printer and digital camera for each building to upgrade those resources.

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(terms expire December, 2004)

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CITY OF AUGUSTA TELEPHONE NUMBERS

POLICE AND FIRE EMERGENCIES..... 911

CITY SERVICES DEPARTMENT

Airport 626-2306
Codes 626-2368
Community Development 626-2355
Economic Development 626-2336
Engineering 626-2365
Hatch Hill Facility 626-2440
Planning 626-2366
Public Works 626-2435
Solid Waste 626-2435

CIVIC CENTER

Administration 626-2405
Ticket Office 626-2400

COMMUNITY SERVICES DEPARTMENT

Administration 626-2350
Childcare 626-2350
Fort Western Museum 626-2385
Health and Welfare 626-2325
Lithgow Library 626-2415
Parks and Cemeteries 626-2352
Recreation 626-2350
Trees and Landscaping 626-2352

EDUCATION & GOVERNMENT CHANNEL

(CHANNEL 7) 626-2542

EXECUTIVE DEPARTMENT

City Manager's Office 626-2300
Mayor & City Council Office 626-2300

FINANCE & ADMINISTRATION DEPARTMENT

Auditor 626-2340
City Clerk 626-2310
Human Resources 626-2353
Information Systems 626-2345
Tax Assessor 626-2320
Treasurer/Tax Collector 626-2314
Voter Registration 626-2360

FIRE DEPARTMENT

Emergency 911
Non-Emergency Business 626-2375
Civil Emergency Preparedness 626-2375

HOUSING AUTHORITY

TDD 623-2511

PARKING DISTRICT

..... 626-2362

POLICE DEPARTMENT

Emergency 911
Non-Emergency Business 626-2370
TDD 626-2370

0 - EMERGENCY

1 - Dispatch Center
3 - Police services
5 - Directory of names

SCHOOL DEPARTMENT

Adult Education 626-2470
Baker School 626-2450
Cony Alternative School 626-2445
Cony High School 626-2460
Farrington School 626-2480
Gilbert School 626-2491
Hodgkins School 626-2490
Human Resources 626-2468
Hussey School 626-2461
Kennebec Learning Center 626-2528
Lincoln School 626-2483
School Transportation 622-3650
Superintendent's Office 626-2468
Technical Center 626-2475

DIRECTORY OF

CITY EMPLOYEES 620-8199